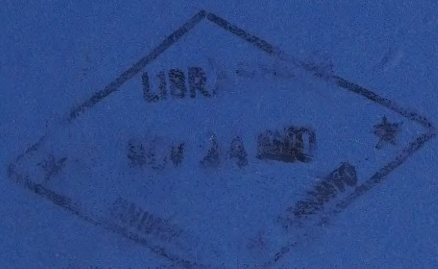


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# MUNICIPAL INDUSTRIAL DEVELOPMENT GUIDE

ONTARIO DEPARTMENT OF TRADE AND DEVELOPMENT



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[G-2] Municipal industrial  
development guide

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**DEPARTMENT OF TRADE AND DEVELOPMENT**

Minister: Hon. Stanley J. Randall

Deputy Minister: Stuart W. Clarkson

**TRADE AND INDUSTRY DIVISION**

950 Yonge Street, Toronto 285, Ontario

Executive Director: Peter A. York, P. Eng.

General publications

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## FOREWORD

**HON. STANLEY J. RANDALL**, Minister  
Department of Trade and Development.

This publication will provide industrial development people at the community level with a single-volume reference to the many subjects with which they must be familiar in implementing programs of industrial promotion. Such material is in keeping with government policy to encourage sound industrial development and expansion throughout the Province.

The Industrial Development Branch of the Trade and Industry Division, Department of Trade and Development, has for some years carried out an extensive program of industrial promotion and development, assisting and guiding communities in the creation of sound municipal programs of their own.

The success of a community program centres around the ability and knowledge of the local industrial spokesman and supporting organization, whether it be on a voluntary or full-time basis. This means the municipalities must keep abreast of new ideas and techniques that might be adopted in the local effort.

I am sure this handbook will help considerably in the creation of a sound and businesslike philosophy at the community level.

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# INTRODUCTION

Community growth and continued economic stability are, under our system, to a large extent dependent upon a balance between commercial, industrial and residential assessment.

The importance of this balanced mix, providing a 60/40 ratio (considered ideal), is well known to more advanced municipal leaders, but experience has shown that the intricacies and problems associated with effective programs of industrial development present difficulties in many cases.

Industrial development, or community development, is essential if a municipality is to grow and prosper. It is an almost exact science and not a hit or miss venture in which luck is the prime ingredient.

To establish an effective program of industrial development a definite plan must be followed in which full involvement of the community will play a significant role.

A good industrial development program must involve local industry, community services and the local residents. Industry must offer its knowledge and skills to the industrial development committee and participate in the policy making. Community service organizations, too, must be recognized in order that the full extent of the community's total facilities are available to new industry. Local residents must demonstrate the quality of life in the municipality through their support of all public services and by generally displaying a pride in their community which is a key element in the plant location process.

A good program of industrial development must offer certain supporting tangibles —

- (a) An attractive place for industrial location — clean streets, well kept houses and gardens, good service stations and restaurants and many other contributing factors which involve little or no capital investment.
- (b) A complete and comprehensive catalogue of information about the community.
- (c) Continuous activity in the industrial promotion field and a constant review of the community's "facts" inventory.

This manual has been prepared by the Industrial Development Branch of the Trade and Industry Division to provide a basic guide to industrial development for community leaders.

Each community will find that it will differ in many ways from others and will, therefore, adapt policies and programs to meet the objectives determined to be most desirable for its purpose.

As programs develop and problems arise, some of the major sources of



assistance are the Industrial Development Departments of the following organizations:

Air Canada

Canadian National Railways

Canadian Pacific Railway Company

The Chartered Banks of Canada

Consumers' Gas Company

The Industrial Development Bank

Northern and Central Gas Corporation Limited

Ontario Department of Trade and Development

Ontario Hydro

Ontario Northland Railway

Provincial Gas Company Ltd.

Union Gas Co. of Canada Limited

United Gas Company

**TRADE AND INDUSTRY DIVISION**

Executive Director — Peter A. York, P. Eng.

**INDUSTRIAL DEVELOPMENT BRANCH**

Director — N. Ross Radford

**INTERNATIONAL BRANCH**

Director — William A. Fowler

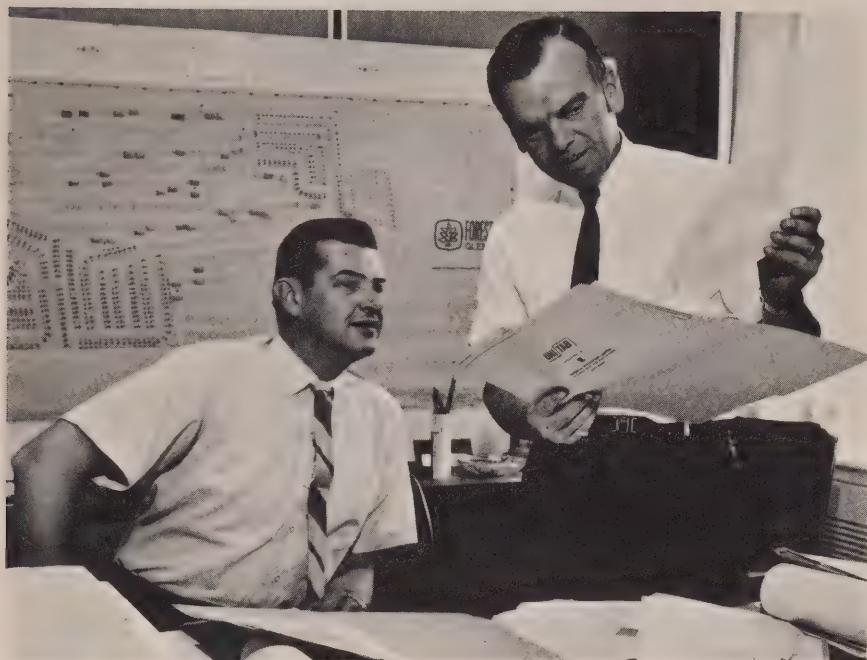
**MARKETING BRANCH**

Director — James J. Graham

**RESEARCH BRANCH**

Director — Reed T. Cooper

# INDUSTRIAL DEVELOPMENT DATA



One of the most important tasks of any Industrial Committee or Commissioner is the gathering and compiling of detailed information about the municipality.

This is the very heart of the operation, because based on this material, a prospect firm will make its preliminary decision on the selection of the community for further study.

The material contained in any prospectus offered by a municipality should be carefully checked for facts. Exaggerated claims or vague and flowery statements are disproved easily, and can do incalculable harm, by creating distrust in the mind of an industrial prospect.

Facts should be presented clearly, concisely and above all precisely. Graphs, maps and photographs should be considered wherever they will add effectively to the presentation, but should not be the basis for a "hard sell" approach.

## THE MASTER FILE

It is impossible to know too much about a community. The best plan is to work from a master data file which should contain all of the information it is possible to gather about the community and surrounding area. The file should be of the loose-leaf type so that it can be updated

continually and indexed properly for quick reference. Once compiled, copies may be mimeographed to supply development organizations such as Government Departments, Banks, Railways, etc., who use this information to advance the interests of the municipality.

The master file should not be used as a general mailing piece. It is designed for office use only and for restricted mailing to recognized development agencies.

**THE CHECK LIST**

Plant location involves many factors. It is impossible to anticipate every request for information that may develop, but the industrial spokesman can be ready with the answers to most questions.

Based on the experience of many communities and the information made available by some of the largest manufacturers in Canada and the U.S.A., the following list has been compiled as a guide to assist in gathering facts.

**1. LOCATION**

- |                        |                        |
|------------------------|------------------------|
| Province               | Map of region          |
| County or district     | Aerial photograph      |
| Latitude and longitude | Geology-Topography     |
| Elevation              | Area (in square miles) |
- Location with respect to major highways and railways.  
Distances from major Canadian and U.S. cities.  
Communities within commuting distance.  
Location of nearest commercial airport.

**2. CLIMATE**

- |                                    |                   |
|------------------------------------|-------------------|
| Minimum and maximum temperatures   | Humidity          |
| Mean temperatures                  | Growing season    |
| Average precipitation (rain, snow) | Hours of sunshine |
- History of unusual conditions, e.g. – floods, tornadoes, hurricanes, etc.  
Effects of weather extremes on transportation and communication services.
- SOURCE: Meteorological Branch,  
Department of Transport,  
315 Bloor St. W.,  
Toronto 5, Ontario.



**3. POPULATION**

- |   |                           |
|---|---------------------------|
| Present population — male                   | Population of — province  |
| — female                                    | and county (or district)  |
| — total                                     | Population within market  |
| Population growth over ten year             | area (define market area) |
| period                                      | Average age               |
| Projection over ten year period             | Age groupings             |
| Population density                          | Average income            |
| SOURCES: Dominion Bureau of Statistics,     |                           |
| Ottawa, Ontario;                            |                           |
| Local Municipal Officials                   |                           |
| County seat                                 |                           |
| Ontario Department of Trade and Development |                           |

**4. MUNICIPAL ADMINISTRATION**

- |  |                      |
|--|----------------------|
| Form of government   | Planning Board       |
| Number of members  | Recreation Committee |
| Term of office   | Industrial Committee |
| City manager   | Zoning By-laws       |
| Board of Control   | Building By-laws     |
| Other special By-laws and conditions that may affect industry. |                      |
| SOURCE: Local Municipal Government Officials.                  |                      |

**5. TAX STRUCTURE**

- |  |                            |
|--|----------------------------|
| *Total assessment  | Tax arrears                |
| Basis of assessment  | Major projects planned     |
| *Mill rate —   | Cost of projects           |
| Residential  | Finance period             |
| Commercial   | Total debenture debt       |
| Industrial   | Per capital debenture debt |
| *Table showing ten year comparisons of above to indicate sharp changes or pronounced trends. |                            |
| Pictorial graph showing tax income and how it is spent.                                      |                            |
| SOURCE: Municipal Tax Office.  |                            |

**6. MUNICIPAL SERVICES**

- |   |                           |
|---|---------------------------|
| (a) POLICE  |                           |
| Type of local Police  | Local Court facilities    |
| Administration  | Superior and Supreme      |
| Number and organization of force                            | Courts                    |
| Special squads  | Number of police per 1000 |
| Equipment in use  | population                |
| Do police provide regular industrial protection patrols?    |                           |
| SOURCES: Local Police Chief; Magistrate; Police Commission. |                           |

**(b) FIRE PROTECTION**

Number of personnel	Graph of annual losses over five year period
Permanent or volunteer or composite	Insurance Classification of Community
Equipment	Emergency Measures
Alarm Systems	Organization
Special protection for Industry	
Annual or other regular inspection program	

SOURCES: Fire Chief; E.M.O.; Insurance Companies

**(c) STREETS and ROADS**

Type and condition	Cleaning
Mileage — paved	Snow removal
— unpaved	Street Map of Town
Planned construction	Parking facilities

SOURCES: Roads Commissioner; Town Engineer

**(d) WATER**

Source	Graph showing monthly consumption peaks
System	Restrictions, if any
Pressure	Detailed chemical analysis
Pumping capacity (gallons per day)	Rates — Residential
Reserve capacity	— Commercial
	— Industrial

SOURCES: Public Utilities Commission; Town Engineer

**(e) SEWAGE**

Type of system	Disposal of acids and other industrial wastes
Treatment	Storm sewers
Efficiency rating	Pest control
Effluent disposal	

SOURCES: Town Engineer; Public Works Department

**(f) GARBAGE — INDUSTRIAL AND COMMERCIAL WASTE**

Method of collection	Method of disposal
Frequency	
Special Commercial or Industrial collection	

SOURCES: Town Engineer; Public Works Department

**7. POWER AND FUEL SOURCES**

**(a) ELECTRICITY**

Source	Frequency of interruption
Availability	Rates — Domestic
Main feed (volts, phase, cycle)	— Commercial

Transformer capacity in K.W.	– Industrial
Present consumption in K.W.	Nearest service office
Is power sold through P.U.C. or private company (name company), or directly by Ontario Hydro Electric Power Commission?	
SOURCES: Public Utilities Commission;	
Ontario Hydro Electric Power Commission	

(b) GAS

(i) Natural

Source	Rates – Domestic
Company	– Commercial
Distributing facilities	– Industrial
B.T.U. rating	Industrial interruptible rate
Frequency of interruption	(negotiable)
SOURCE: Gas Company serving Area	

(ii) Manufactured or Bottled

Source	B.T.U. content
Availability	Rates
Distribution facilities	
SOURCE: Local Distributors	

(c) FUEL OIL

Source	B.T.U.
Distribution	Rates
Grades	
SOURCE: Local Distributor	

(d) COAL

Source of supply	Delivered cost
Nearest railhead or port	B.T.U. content for various
Grades	grades
Delivery period	Distribution facilities
SOURCE: Local Distributor	

## 8. FINANCIAL DATA

(a) Names of chartered banks

(b) Names of insurance, trust and mortgage companies located or represented in municipality

Finance companies	Collection agencies
Credit unions	

(c) Community investment or development corporations

## 9. TRANSPORTATION FACILITIES

(a) RAILWAYS

Names of the railways	time from pick-up to
Possibility and cost of	delivery in or to these

interswitching  
 Existence of public team  
 tracks  
 Local rates  
 Piggy-back services  
 available  
 Types of service to principal  
 points in Canada and the  
 U.S.A.

#### (b) PASSENGER BUS SERVICES

Is community served by a  
scheduled bus service?

#### (c) TRUCK TRANSPORT

Names of trucking companies and  
 class serving municipality  
 Service to principal points in  
 Canada and U.S.A.  
 time from pick-up to delivery  
 for these points

SOURCES: Freight and Passenger Agents of Transportation Companies  
indicated

#### (d) AIR SERVICES

Nearest commercial airport  
 Number and length of runways  
 Largest aircraft handled  
 Are all-weather facilities  
 available?  
 Is plane servicing available?  
 Passenger service  
 Names of scheduled airlines

SOURCES: Airline agents; Airport Managers; Department of Transport

#### (e) WATERWAYS

Nearest commercial harbour  
 Dock facilities  
 Depth at dock  
 Depth of channel

SOURCES: Harbour Master; Harbour Commission; Department of Transport

#### (f) WAREHOUSING AND CUSTOMS

Name and number of public  
 warehouses  
 Other types of warehousing  
 Warehousing charges

points for carload or less  
 than carload shipments  
 Free pick-up and delivery  
 zones

Type of pool car and  
 express services available  
 Availability of a regular  
 passenger service to  
 principal centres

Scheduled services to  
inter-city points

Terminal facilities  
 Local inter-city ware-  
 housing  
 Local cartage companies

Names of semi-scheduled  
 or chartered airlines  
 Connections with other  
 larger air routes  
 Air cargo and forwarding  
 services  
 Nearest private airport  
 Size and facilities available

Type of shipping  
 service available  
 Frequency of service  
 Dockage charges

Existence of a bonded  
 warehouse in the  
 municipality



Local Customs clearance facilities  
and brokerage services

Nearest Customs Port  
of Entry

## 10. (a) CIVIC DATA

Churches and denominations  
Fraternal organizations  
Business organizations  
Newspapers, (daily, weekly)  
and circulation  
Radio and television stations

Hotels and motels and  
facilities  
Postal facilities  
Postal delivery service  
Public libraries

## (b) HOUSING

### APARTMENTS

Availability

Type — size — rentals

### HOUSES

Availability

Availability of building lots

Type — size — rentals

Average residential taxes

Average prices by type

Percentage of home owners

Average down payment by type

in community

Mortgage and interest rates

Housing projects under way

Average price of lots

Housing projects planned

SOURCES: Central Mortgage & Housing; Building Contractors;  
Real Estate Brokers; Ontario Housing Corporation

## (c) RECREATION

Municipal Recreational Director

Community Centre

Museums

Skiing

Parks

Skating

Zoos

Curling

Golfing

Bowling

Hunting

Tennis

Fishing

Baseball

Boating

Hockey

Swimming

Live Theatre

Hobbies & Crafts Training

SOURCES: Municipal Officials; Chamber of Commerce; Clubs, etc.

## (d) EDUCATION

Number of Schools

Number of graduates per

(separate — public)

year with Senior

Total enrolment and types

Matriculation (male-female)

Primary

Existence of special

Secondary

vocational training

Universities

geared to local

Vocational

industrial requirements

Business	Future school construction plans
Technical	Libraries
Trade	Public
Government sponsored retraining facilities	Technological
Number of graduates per year with Junior Matriculation (male-female)	Scientific

SOURCES: School Boards; School Inspectors; Principals; Municipal Officials; University Registrars.

### (e) MEDICAL

Number and types of hospitals in community	Number of surgeons in community
Number of beds	Existence of Medical Clinic(s) – Dental Clinic(s)
Which hospitals are accredited?	Number of dentists in community
Nursing services	
Red Cross	
Number of physicians in community	

SOURCES: Hospital Boards; Medical and Dental Associations; Clinics; Medical Officer of Health.

## 11. LABOUR

Total number employed in –	Labour turnover
a) Community	Percentage of work force employed in manufacturing
b) Manufacturing industries	Main source of labour (rural or urban)
c) Service industries	Wage rates by job classification
d) Business and commerce	Working hours in the majority of plants
Labour Supply (male-female)	Existence of piece-work and bonus systems in present industry
Skilled )	Statutory Holidays
Semi-skilled ) by trades	Names of unions presently in the municipality
Unskilled )	Availability of labour training facilities
Stenographic	Is there a District Trades and Labour Council?
Office	
Domestic	
Area from which workers drawn	
Distances to work	
Means of transportation	
Workers going out of town to work	
Distances and types of work	
Past history of labour disturbances	

SOURCES: Local Canada Manpower Office; Dominion Bureau of Statistics; Employers; Union Officials; Trades and Labour Council; Municipal Officials; Provincial Department of Labour.

## 12. (a) LIST OF INDUSTRIES

Names  
Names of senior officials  
Products manufactured  
Name and location of parent company (if any)

Date of establishment  
Number of employees in each industry (male – female)

### (b) SERVICE INDUSTRIES

Machine shops  
Electrical  
Mechanical  
Tool and die  
Instrumentation  
Installation and maintenance

Warehousing  
Welding  
Janitor maintenance service  
Research facilities  
Professional  
Consultants

## 13. (a) INDUSTRIAL BUILDING(S) AVAILABLE

Plant footage  
Land acreage  
Dimensions of building  
Year constructed  
Conditions of lease  
Type of construction  
Number of floors  
Ceiling heights  
Size of bays  
Type of floor  
Floor load rating  
Overhead crane and capacity  
Shipping facilities –  
Truck  
Railway  
Loading dock facilities & capacity  
Water  
Sewage  
Gas facilities

Type of heating  
Lighting  
Power (cycle, phase, voltage)  
Transformer capacity  
Power distribution  
Steam lines  
Compressed air lines  
Washroom facilities  
Sprinkler system  
Elevators and capacity  
Size of water mains  
Rental rate  
Length of lease  
Purchase price  
Terms  
Current assessment and taxes for land and building

(b) Existence of local contractors or organizations who will construct industrial buildings on a lease or lease-purchase basis:

- a) The terms of such leases
- b) The rental rates or purchase price
- c) Construction time required

(c) Building by-laws and regulations at present in force or contemplated affecting building and site.

## 14. INDUSTRIAL LAND

(a) Site(s) available

Location

Owner's name

Easements — Legal papers,  
deeds, surveys, etc.

Map of the municipality  
showing site location

Price per acre

Assessed value

Cost basis on which municipality  
will provide services

(b) Site plan showing —

Contours and boundaries

Natural drainage

Accessibility to —

Water lines

Sewer lines

Storm sewer

Power lines

Gas lines

Availability of railway  
services

Realty tax

Accessibility of site to  
paved or hard surfaced  
roads

Cost basis on which  
municipality will provide  
roads to site

Zoning by-laws (general)

Water courses

Soil analysis

Load bearing quality

Communication lines

Roads

Main highway

Railways

Parking facilities

Public transportation



# PROSPECTING FOR INDUSTRY



## FINDING PROSPECTS

How does one discover likely prospects from among the thousands of manufacturers operating in Canada, United States and abroad? This facet of the Industrial Spokesman's work is extremely important and must be tackled with imagination, organization, perseverance and the utilization of the many services available and described in this publication.

Community growth can develop along one or more of the following lines:

Manufacturing

Agricultural

Educational

Tourism

Residential and commercial

Primary industry (mining, forestry, fishing, etc.)

Combination of any of the above

It is also important to remember that industrial development can take many forms. This might include: new plants; branch plants; expansion of existing plants; expansion based on arrangements to manufacture new products under license; joint ownership development involving Canadian and foreign companies; development of natural resources, in-

cluding tourism, forestry, mining, etc.; and, (to a lesser degree but of equal importance) the development of new commercial ventures.

Bearing the foregoing facts in mind, the Industrial Spokesman would be well advised to organize his prospecting endeavours by:

1. Checking the local industry with a view to determining possible expansion based on any of the approaches mentioned above.
2. Preparing a list of the general type of manufacturing which in the light of markets, imports, local resources, labour force, and other factors might have a logical reason for locating in the community.
3. Preparing a list of names of companies selected from the above categorized list.

In preparing these lists, the Industrial Spokesman should look to industries that will:

1. Consider the community as one that offers them a good combination of natural, economic, social and human resources.
2. Most effectively utilize the community's male and female labour resources.
3. Complement rather than compete with existing plants.
4. Utilize unused physical resources such as vacant industrial buildings, etc.
5. Provide diversification of products, jobs and occupational skills.
6. Offer relatively even production and employment throughout the year.

A further aid in preparing a prospect list is to give first consideration to the types of manufacturing with the greatest growth potential. This, of course, does not refer to value of production or net profit ratings. For industrial prospecting purposes, the criterion is capital expenditure, and specifically those expenditures which deal with construction, equipment and machinery.

## FINDING LEADS

The Provincial and Federal Governments carry out extensive programs designed to attract industry. In the case of the Federal Government, contact should be made with the Department of Industry, Trade and Commerce at Ottawa.

For detailed information on Provincial aid available through the Department of Trade and Development, see the section on the Trade and Industry Division in the chapter entitled "Industrial Development

Agencies". The Chartered Banks, Railways and the Public Utility Companies all have their own Industrial Development Departments which are active in this work.

By the very nature of their businesses they are apt to be among the first to know of plans for new or expanding industry. Executives know they can look to these organizations for unbiased facts, and that their enquiries will be treated in strictest confidence.

Because these organizations are frequently contacted for information in the initial planning stage, the Industrial Spokesman should provide them with details and current promotional material on his community.

Where Industrial Development Agencies are in possession of information of non-confidential nature, they are sometimes in a position to provide good leads to industrial prospects. In many cases they provide printed literature on the areas they serve and the inclusion of a community in such printed material is a good means of free promotion.

## **SOURCES**

Industrial Realtors, Trade Associations, Chambers of Commerce, business newspapers and magazines, engineering firms, architects, manufacturers' agents, brokers, wholesalers, retailers, salesmen, purchasing agents and executives of local manufacturers are all good sources of leads.

## **GENERAL AND SPECIALIZED DIRECTORIES** (see Bibliography)

A survey of supplementary needs of manufacturers within a fifty miles radius might indicate the feasibility of the establishment of a small service industry. A similar check with purchasing agents of firms within the same radius will indicate volume purchases of certain commodities which could lead to the establishment of a branch plant by one of their suppliers.

## **PERSONAL CONTACT**

Where the budget permits, the Industrial Commissioner should make it a point to undertake periodic trips to some of the major Canadian and U.S. cities. On such occasions he would be well advised to first contact the Trade and Industry Division of the Department of Trade and Development in Toronto.

Officials of the Department, working in close liaison with their colleagues in the foreign offices, are in a position to help the Industrial Spokesman to plan his itinerary. They are also in a position to provide background information on the industries in which the Industrial Spokesman is interested.

Banks and railways maintain agents in all of the major Canadian cities and in many of the major U.S. cities. It is well to maintain a close liaison with them also.

Prospecting for industry is one phase of industrial development where every member of the community can play a part. The office manager, the insurance salesman or the waiter down the street may list among relatives or friends a contact that could lead to the establishment of a new plant.

## SECRECY

Most industrial development organizations agree that the degree of secrecy connected with negotiations should be governed by the prospect company.

Certainly no public announcement should be made without the prospect's consent and in some cases the client may wish to deal (at least in the preliminary stages) with the industrial spokesman only.

Some of the reasons governing the need for secrecy are:

1. Competition — companies are reluctant to divulge information prematurely for fear of alerting competitors to their plans.
2. Unnecessary Pressure — announcement of a contemplated move generally results in a great flood of promotional material, much of which comes from areas in which the company has no interest.
3. Unhappy Losers — where several municipalities have been competing for the same industry, premature disclosure of location may result in adverse publicity in the losing municipalities.
4. Land Speculation — announcement of intention to locate (particularly by a large firm) can cause land prices to skyrocket if negotiations for purchase have not been completed.
5. Employee Relations — uncertainty of job future, necessity of moving, etc., create employee morale problems.
6. Possible Delay in Project — circumstances sometimes require postponement of construction for periods of a year or more. In such cases premature announcement creates uncertainty and again results in poor public relations.



Where a company is willing to issue advance publicity their reasons for so doing are generally governed by the following:

1. Free advertising.
2. Job applications may indicate type of labour pool in advance of plant operation.
3. Public opinion testing . . . this in the case of an industry that may have a controversial reception by a community . . . e.g., breweries.
4. Stockholder relations . . . some companies like to keep their shareholders in the picture all the way.

Generally speaking, unless the prospect firm has given the industrial spokesman permission to discuss its negotiations with others, its confidence should be respected.

## **THE INITIAL CONTACT**

Executives today are deluged with sales and promotional material from many sources. To read it all would be too time consuming, and for this reason, much of the printed literature never gets past the secretary.

Random mailings of lengthy brochures — regardless of the quality of the printing or artwork — are not always effective.

For this reason, direct mailings should be designed to stimulate interest in the community and to indicate the service that the committee or commissioner is prepared to offer the prospective industry.

Such a mailing piece, when accompanied by a brief courteous letter, will ensure that the detailed presentation (if requested) will end up in the company's files and not in the waste basket.

The Industrial Commissioner or Spokesman should convey the idea that he is offering a service rather than trying to make a sale. This creates an attitude of response instead of resistance.

## **PERSONALIZE THE PRESENTATION**

When a firm indicates an interest in a community and requests more information, this is not an invitation to overload the prospect with irrelevant information.

Industries, like people, are individualistic. Each has certain specific needs — requires certain specific facilities in its operation. A town is of interest to a manufacturer only insofar as it will meet his requirements.



An electronics manufacturer is not likely to be interested in the fact that there are vast stone quarries or sand deposits close by. He would, on the other hand be very interested in knowing that a town has a pool of skilled labour and that female help is available for production line assembly work.

Study the needs of the prospective industry and research the pertinent information from the master file of facts and other established sources. This material can then be presented to the company in a customized brochure that will indicate that a special service is being provided.

Place the inquiry on a personal contact basis as soon as possible with a telephone call or a personal visit, and above all be helpful without being overly aggressive.

Throughout the negotiations learn as much as possible about the contact, and when he finally visits the town make sure that he sees everything so that no question is left unanswered.

## HANDLING THE PROSPECT

The fundamental purposes behind the visit of a prospect to a community are: to obtain firsthand information of specific areas of interest; to check on information already received from or about the community; to make an on-the-spot personal appraisal of the general aspects of the community.

The time at the prospect's disposal will be limited and he will rely on the assistance and co-operation of the Industrial Spokesman in order to accomplish his objective on schedule.

In order to provide the services required of him the Industrial Spokesman must determine:

1. Time of arrival and duration of visit of the company representative.
2. Nature of company's proposed operation, and its requirements.

The following check list will be found useful in organizing the aid which the prospect should be given on his visit.

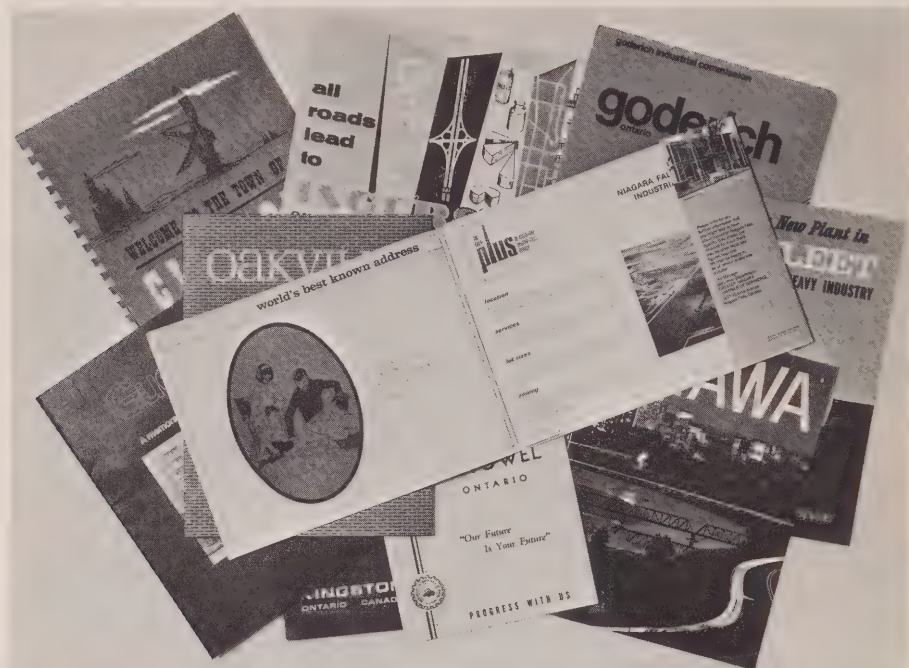
1. Arrange necessary accommodation if an overnight visit is indicated. Also make arrangements for informal lunch or dinner.
2. Avoid confronting prospect with a delegation of five or six people. Let the Industrial Spokesman be the escort throughout the visit.
3. Have a central office from which to work.
4. Have all pertinent information ready and available at the office.

5. Arrange for local experts (Taxation, P.U.C., Planning, etc.) to be on standby for immediate consultation if needed.
6. Have a large-scale municipal map with industrial properties clearly indicated. This will help orientate prospect who is not familiar with the community.
7. Have a small scale map which can be given to prospect, showing industrial land available. Also have available written description of each parcel with as much detailed information as it is possible to give. Offer to obtain any special information that is not immediately available, and make sure this is forwarded to the prospect as soon as possible.
8. Prepare a kit of information on labour, tax and business regulations and any other local data of specific interest to this particular company. Also provide a brochure on the community in general and any other written information requested by the client.
9. Be guided by the prospect as to what and who he wants to see and the time he is prepared to spend.
10. If he wishes to meet the mayor or other officials, possibly an informal lunch is the best method of handling this.
11. Have local industrialists briefed so that interviews can be confirmed on a moment's notice if desired.

Throughout the visit let the prospect set the pace and do not try to crowd him into seeing places or people in which he has no interest.

As a business man on a serious job, he is not expecting red carpet treatment or lavish entertainment. Normal hospitality combined with courtesy and a thorough knowledge of the community and the facts that he requires are all that is needed to impress the prospect.

# ADVERTISING AND PUBLIC RELATIONS



## THE PRINTED BROCHURE

Most experts are unanimous only in their disagreement of what constitutes a good industrial brochure. Some maintain that it can be an extremely valuable selling aid, others maintain that it is virtually useless.

Two things, however, can be stated categorically: one, there is a need for some form of printed information piece about the community which can be used for general mailing; and two, the elaborateness of the brochure will be governed by the budget limitations.

Where funds are available, it is obviously preferable to have an attractive printed brochure. On the other hand, there is nothing wrong with a neatly typed, mimeographed pamphlet.

The accuracy of the contents and the manner of presentation are of far greater importance to the recipient than the literary or artistic merit of the mailing piece itself.

If it is intended to produce a community brochure, the important things to remember are:

1. The copy should be neatly typed and double spaced and the mimeographed reproduction should be clean and clearly legible.
2. Actual photographs can be used for illustrative purposes.

3. Information should be of a general nature, covering such items as location, historical background, municipal government, services and amenities, business and commercial facilities, labour, transportation and a mention of any major municipal projects planned for the immediate future. Generally speaking it is better to deal with tourist promotion in a separate brochure.
4. Include a map of the municipality proper, showing the location of industrial land (if available) and major transportation arteries.
5. Include a small-scale map showing the location of the community with respect to nearest major Canadian and U.S. cities, and indicate distances.
6. Avoid such hackneyed expressions as "The Hub of the North (South, East, West)." Remember that wherever one stands the horizon stretches just as far in any direction — every place is the "Hub" of some area.
7. Place the finished brochure in an attractive binder.
8. A loose-leaf presentation can be up-dated often at a minimum cost.

Commercially printed brochures can range from a simple black on white folder to an elaborate multi-colour production with flashy inserts and a fancy binding. The only limitations here are good taste and money. With respect to contents, the same criteria apply as in the case of the home print edition. The major differences are in the design, layout and quality of printing.

Printing is a highly specialized field, and any municipality contemplating an expensive brochure would be well advised to seek guidance from a specialist or turn the whole project over to an agency.

## **INDUSTRIAL ADVERTISING**

Industrial advertising is not of interest to the general public. It is an intangible thing which is of interest and importance only to that small segment of the population comprised of executives of industry. These are the only people who are in a position to influence the location of new plants. Consequently, when one thinks of attracting industry to a specific location, any advertising campaign must be directed to media which can bring the message to these people. This includes business magazines or business papers which are apt to be of interest to the executives of firms of the type which the community is seeking to attract.

In undertaking advertising of this kind, two things are of paramount importance. First of all, the advertising should seek to stress local fea-



tures that could be of importance to the type of firm at which it is aimed; secondly, it should be borne in mind that a number of smaller advertisements running over a period of weeks or months will be more effective than one big advertisement which is not repeated.

## **DIRECT MAIL**

The use of Direct Mail in promoting industrial sites is perhaps the most effective method available to the industrial development group, providing the recipients are carefully selected. Mailing pieces should be designed carefully to convey a maximum of information with a minimum of words. Their basic function is to stimulate an interest on the part of the recipient which will make him want to know more about the community. They are most effective when used as sequence mailing pieces, each carrying a different but important message about the advantages or features of the community.

A good practice is to send out about four, – spaced a week or ten days apart, in the hope that this will elicit requests for further information from the companies selected.

Any such request must be answered promptly and specifically, since this is the opportunity to establish a personal contact with the company in question.

This should be done as soon as possible. It may start with a telephone call offering more detailed information, or suggesting that a special survey be done for the Company. This, in turn, should pave the way for a personal interview and the possible beginning of negotiations.

## **PRESS RELATIONS**

One of the strongest aids any development group can hope to have is a good working relationship with the local press, and this term is meant to include radio and television representatives as well. These are the people who can make or break “public relations” efforts, and, consequently, their support should be considered as an integral requirement of any development program.

Here are a few DO’s and DON’T’s that will help in building a good working relationship with the news media.

DO enlist their aid at the beginning of the industrial development program.

DO explain the need for secrecy in dealing with prospects, and request their co-operation from the outset.



DO invite them to meetings whenever possible and make them feel a part of the community effort.

DO provide them with regular press releases of activities.

DO let them be the judge of what is news.

DO provide them with complimentary tickets to special industrial promotion functions.

DO provide them with summaries of long speeches.

DO treat all members of the press fairly.

DO respect their deadlines.

DON'T expect them to publish everything submitted.

DON'T expect press releases to be published word for word.

DON'T give out false information to throw them off track.

DON'T expect full texts of speeches to be published.

DON'T play favourites.

DON'T tell them how to write their stories.

DON'T call them at the last minute — give them advance notice.

## **PRESS RELEASES**

Press Releases stand a much better chance of being published as they are written if the basic rules of newspaper writing are observed. The following hints will be found helpful, but it must be borne in mind that the final decision will rest with the editor.

1. Use a typewriter and double space the copy.
2. Your story should tell the following:  
WHO, WHAT, WHERE, WHEN, WHY and HOW.
3. Tell the story in the first two paragraphs, then fill in the details.
4. Make sure that all names are properly spelled.
5. If the story warrants a picture, make sure that the picture is clear and in sharp focus, at least five inches by seven inches in size and printed on glossy paper.
6. Provide a caption with the picture and make sure that names are spelled properly and in the correct order.
7. Stick to plain language — don't be flowery or long winded.
8. Don't editorialize.
9. Date the copy.
10. Provide name and telephone number of a contact who can officially provide further information if it is needed.

# FINANCIAL INSTITUTIONS



## THE CHARTERED BANKS

The Chartered Banks of Canada are the primary source of short-term loans. The banks' function in the lending field is to make working capital loans to businessmen for purchasing inventory, carrying accounts receivable, and meeting payrolls and other expenses.

They make long term mortgage loans (i.e. loans with a term of more than five years) primarily to finance residential construction but seldom make long term business loans.

The requirements which a business firm must meet in order to qualify for a short-term loan vary with the type, size and condition of the firm. In the case of secured business loans, the security offered may be an assignment of book debts, the proceeds of contracts, the pledge of stocks, bonds, life and fire insurance policies or personal guarantees. These loans are usually subject to annual review and in all cases are made by note.

## TERM-LOANS

Under normal economic conditions Chartered Banks make term loans, but unless the circumstances are exceptional, the term seldom exceeds five years. Term loans are for the purpose of investment in fixed assets,

and may be granted for any one or more of the following purposes: buying special or additional machinery, re-arranging a firm's finances, expansion, or acquisition of other business firms. The primary source of repayment is retained earnings. Many such loans are made under the provisions of section 82, 86 and 88 of the Banks Act.

### **LOANS UNDER SECTIONS 82, 86 and 88**

Section 82 permits Banks to make advances to oil operators on the security of hydrocarbons in, under, or upon the ground. Section 86 provides that a Bank may lend on the security of warehouse receipts, bills of lading, etc., while Section 88 allows Banks to take security over natural products and goods, wares and merchandise while they remain in the borrower's possession. These Sections have been used widely in Canada enabling many smaller and medium-sized firms with limited financial resources, who in the ordinary course would not be eligible, to qualify for Bank credit.

Loan rates vary with the project risk, type of collateral and current level of interest rates.

### **RELATED BANKING SERVICE**

Every branch of a Chartered Bank in Canada provides a full range of banking services. The more important of these are the operating of personal and business deposit and loan accounts, the buying and selling of foreign exchange, letters of credit and travellers' cheques, the purchase and sale of securities, safekeeping of securities and valuables and the obtaining of market and credit information in respect of Canada and foreign countries.

### **SMALL BUSINESSES LOANS ACT**

This Act gives a Federal Government guarantee to Banks making loans not exceeding \$25,000.00 to businesses having a gross annual revenue of \$500,000 or less for the improvement and modernization of equipment and premises as described in the Act. The Bank is required to take security on the equipment or the real or immovable property in respect of which the loan is made.

## **INDUSTRIAL DEVELOPMENT BANK**

The Industrial Development Bank was established in 1944 by Act of Parliament. The Bank's purpose is to supplement, not to compete with other lenders, by providing financing, usually on a medium or long-term basis, to sound industrial enterprises which are unable to obtain their requirements for capital financing from other sources on reasonable terms and conditions. In this connection, the Bank gives particular consideration to the financing of small business firms. While loans secured by mortgage on plant and equipment have been the most common form of credit extended, the Industrial Development Bank is empowered also to share in or guarantee loans made by Chartered Banks and to underwrite or purchase securities issued by a borrower. However, the underwriting or purchasing of securities has been undertaken only in exceptional cases.

According to its Act of Incorporation, the Bank is permitted to provide financial assistance only to those who are "engaged or about to engage in an INDUSTRIAL ENTERPRISE in Canada". The term "industrial enterprise" means an enterprise in which is carried on any industry, trade or other business undertaking of any kind.

Because the Industrial Development Bank rarely provides the major part of the capital required to start a new enterprise, there must be provision for a reasonable investment of capital in the business, either by the borrower or by others such as shareholders. Ability to repay a loan from earnings and other sources, and the value of buildings, machinery, and equipment available as security are given serious consideration by the Bank in arriving at its decision.

A mortgage on land and buildings usually constitutes the basic security for an Industrial Development Bank Loan, although chattel mortgages on machinery and equipment are frequently included where this is legally possible.

Schedules for the repayment of principal vary according to the nature and earning ability of the borrower. A typical schedule would extend over a period of seven or eight years, with payments of principal and interest made monthly, but longer or shorter terms and a pattern of repayment to conform with seasonal requirements of a business might be appropriate in some cases.

## **FACTORING COMPANIES**

Factoring companies are concerns which specialize in buying outright and without recourse, the accounts receivable of their clients. The



client concerned relies on his factor's advice as to what trade credit he should extend. He then ships his merchandise to his customer and transfers the account receivable without recourse, to his factor. The factor thereupon assumes the full credit risk and absorbs all credit losses and collection expenses in connection with the receivables he has purchased.

While there are only a few factoring companies in Canada, they do an important amount of business.

Factoring companies service manufacturers and wholesalers engaged in the production and selling of items in which there is a continuing or "repeat" business, such as shoes, textiles of all kinds, manufactured articles and even raw materials such as lumber and building supplies, and so forth.

Factoring companies also will advance funds against the receivables purchased and thus convert the client's receivables into cash as required. Factors usually deal in receivables carrying terms of approximately thirty days to ninety days, but very often they will extend longer terms, sometimes up to six months. Generally speaking they deal in short-term accounts receivable and do not handle long-term instalment sales. On the other hand, factors sometimes extend special medium-term loans secured by warehouse receipts or otherwise to their regular clients when such loans will help increase their clients' sales.

The factor charges interest on the receivables discounted as well as a factoring commission. This commission is designed to remunerate the factor for assuming the full credit risks on the receivables purchased, as well as for undertaking the collection work and absorbing all expenses connected therewith.

## **COMMERCIAL CREDIT, DISCOUNT AND ACCEPTANCE COMPANIES**

Another source of short-term loans is made up of concerns variously known as Commercial Credit, Discount, Acceptance or Instalment Finance companies. Such companies differ from factors in that they do not buy receivables and usually do not furnish collection service or management advice. They lend money on the security of accounts or notes receivable in much the same way as commercial banks do. They also make loans secured by warehouse receipts as well as loans to finance certain types of equipment which may be used as security for the loans.

Commercial Credit, Discount, Acceptance, or Instalment Finance companies deal with manufacturers, wholesalers and dealers. They do not deal directly with consumers. If durable goods are sold on a time payment basis, the party making the sale can discount the contract with one of the aforementioned companies.

## **INVESTMENT MANAGEMENT FIRMS**

These companies provide equity funds for new developments or for companies of promise which require financial assistance not normally available from conventional sources.

These firms share in the ownership of the undertakings in which they participate and therefore in the risks and responsibilities of the owners of these businesses.

Financing may be provided by way of the purchase of bonds to form a company secured on real estate, machinery and equipment and other tangible assets. Rates of interest will be based on rates current in the capital market at the time.

Investment management firms will invest in any established commercial or manufacturing enterprise that has good growth potential and a sound management team.

## **TRUST COMPANIES**

Canadian Trust Companies continue to play a very important part in the financing of Industry in Canada. They are substantial investors in bonds, debentures and other obligations issued to pay for the construction of industrial and commercial buildings and to purchase the machinery and equipment necessary for their operation.

Because of the trust nature of the funds under their administration, Trust Companies are required by law to invest chiefly in mortgage and other securities that qualify under governing legislation. Trust Companies also invest in the shares of Corporations. These investments are limited to Corporations that have a record of paying dividends over the preceding five to seven years. This authority is extended, however, to provide for the investment of a small percentage of eligible funds in shares not so qualified.

Trust Companies act as agents for the investment and management of large sums of money. As investment advisors, they play an important part in influencing the investment of these funds in the securities and shares of Canadian Corporations.

Trust Companies are also large investors in the securities of Provinces and Municipalities. Much of this investment is directly connected with commerce and industry; for example — the provision of power, transportation, oil, gas and other pipe lines, communications, highways, water and sewerage services, all of which make possible the successful operation of industrial and commercial enterprises.

## **LIFE INSURANCE COMPANIES**

By far the largest part of the funds available for lending or investing by Life Insurance Companies in Canada represents amounts held in trust for policy-holders. While wide latitude is allowed to Life Companies in individual loans or investments, they must comply with the general requirements of the Canadian and British Insurance Companies Act. Foreign life insurance companies carrying on the business of insurance in Canada are governed by companion legislation, the Foreign Insurance Companies Act, but for the sake of simplicity we will refer only to the Canadian and British Insurance Companies Act. Both of these Acts are statutes of the Government of Canada.

Industrial enterprises seeking financial aid from Insurance Companies to build or to acquire plant facilities may finance in any one of three ways:

A first mortgage on real estate;  
A lease-back arrangement; OR,  
A direct placement of bonds or debentures.

The first two of these will probably be the ones most commonly used by small to medium industrial enterprises. Unless the would-be corporate borrower has an earnings history which would demonstrate the capability of its management and its ability to make profits, the prime basis of any loan is likely to be the value of the physical security. It is true that first mortgage real estate loans and lease-back arrangements extend only to the financing of land and buildings, bond or debenture issues may extend to the financing of fixed machinery and equipment for productive purposes.

Under the terms of the Canadian and British Insurance Companies Act, a Real Estate Mortgage Loan, to be an eligible investment for a Life Insurance Company, may not be for an amount greater than 66-2/3% of cost of land and buildings (in the case of a new property) or of an up-to-date appraised value determined by the lender. Mortgage loans to corporate borrowers may be drawn for any term of years up to, say, twenty-five years, and repayments of principal spread (amortized) over a term agreed upon.

Under a lease-back arrangement the industrial enterprise instead of borrowing to finance new plant facilities would enter into a long-term lease for a completed plant to be owned by the Life Insurance Company. Monthly lease rentals would be calculated on a basis that would amortize the original cost of the property to the Life Insurance Company, over the lease term, and would allow a fair interest return to the lessor. Leases can be drawn in very flexible terms and may provide for extensions of the original fixed lease term options to the tenant to repurchase the leased premises, etc. Subject only to such options as may be given to the tenant, the lessor retains title to the land and any residual values in the building after the expiry of the lease term.

For investments of this type to be considered eligible investments under the Canadian and British Insurance Companies Act, the lease must be made to or guaranteed by a Corporation whose record of dividend payments if applied to a Debenture issue would qualify the latter as eligible investments. However, within certain quantitative limits, Life Insurance Companies may make investments of this type under the so-called "Basket Clause" of the governing insurance legislation where eligibility requirements need not be complied with.

Debentures themselves, as an alternative to a record of dividend payments, may qualify on a record of interest coverage, over the immediately preceding five years. As for First Mortgage Bonds the only requirement is that they should be fully secured by hypothecated assets. The absence of any previous operating and financial history may, then, limit the financing vehicles available to small to medium-sized industrial concerns to First Mortgage Loans on real estate security or issues of First Mortgage Bonds.

It should be pointed out, however, that for a small borrower issues of First Mortgage Bonds have a definite disadvantage, in that legal costs and out-of-pocket expenses for the documentation of such an issue are relatively fixed regardless of the amount borrowed, and measured as a percentage of the proceeds of the borrowing, are uneconomical for an issue of anything less than \$200,000.00. On the other hand, the First Mortgage Bond issue type of financing has the advantage that, as mentioned above, it may be extended to the financing of fixed machinery and equipment, and further, it is the most flexible vehicle for a concern that is likely to grow rapidly.

From the nature of their business Life Insurance Companies are by choice long-term investors. Within that general objective, however, terms of repayment of loans can be tailored to meet the needs of the individual borrower.



The two fundamentals of any loan are the physical security and the credit worth of the borrower. These two elements, weighed in the competition of the financial market, essentially determine the rate of interest for the loan. The rate of interest, like other prices, is subject to short-term fluctuations and to longer term trends. It will not, however, vary materially, to the same borrower, as between a First Mortgage, a Lease-back or Bonds. The rate of interest underlying the calculation of lease rentals under a lease-back arrangement, would likely be moderately lower than in the other two instances, reflecting the fact that ownership of the security, unless otherwise provided, would remain with the lessor.

## **ONTARIO DEVELOPMENT CORPORATION**

O.D.C. is a Provincial Crown Corporation having its own Board of Directors and reporting to the Legislature through the Minister of Trade and Development.

The objects of the Corporation are to encourage and assist in the development and diversification of industry in Ontario.

The Corporation has several programs for the purpose of industrial development.

The Equalization of Industrial Opportunity program provides for interest-free forgivable loans to secondary manufacturing companies in the slow growth areas of the Province. These loans are to assist in the construction of new buildings and the acquisition of new machinery. The minimum size of building eligible for consideration is 5,000 sq.ft. or 10% of the existing floor space, whichever is greater. If 75% of the machinery installed in the addition is new this machinery may qualify for a forgivable loan.

The Equalization of Industrial Opportunity program also provides for forgivable loans to tourist developments that will effectively raise the occupancy levels in local tourist establishments. These loans are available only to major tourist attractions benefiting a substantial number of tourist resort operators in an area where tourism is of prime importance to the economy.

Forgivable loans are calculated as 33-1/3% of the first \$250,000 of the approved cost of buildings and equipment, plus 25% of the balance of the approved cost, up to a maximum loan of \$500,000. This limit applies generally in the slow growth areas in Northern and Eastern Ontario, and in the balance of the Province the limit is \$100,000. The

loans are forgiven at the rate of 10% per year for five years and 50% in the sixth year, and the Corporation takes security for the loan.

For areas in which this program is effective enquiries should be made from the Corporation.

O.D.C. also provides conventional term financing through mortgages, debentures, etc., in many of Ontario's smaller centres of population. Loans available under this program are normally limited to \$500,000 in certain of the slower growth areas and \$300,000 in other areas of the Province. Loans are only made in cases where applicants can show that the proposal will contribute in a substantial manner to the economic development of the Province, and that the funds are not available from conventional lending institutions on reasonable terms and conditions. Corporation funds are not available to primary industries such as mining, logging, agriculture, fishing, nor for the purpose of refinancing existing indebtedness or in cases where adequate capacity already exists in Ontario for the goods and services.

In certain slow growth areas of the Province the Corporation assists companies to acquire manufacturing building space through lease-back or rental agreements.

O.D.C. will attempt to find additional financing for companies from regular lenders, private investors and other government sources. It will also assist companies when requested to put together a total package of their financial requirements, provided the company meets O.D.C.'s requirements.

In addition to O.D.C.'s financial services the Corporation's consultants provide management advice and guidance on financial and technical matters to the smaller enterprises not in a financial position to obtain this type of service elsewhere. These advisory services are available in all parts of the Province.

The Corporation administers Centralia Industrial Park, a former airforce base 25 miles north of London and situated on the fringe of Ontario's main industrial corridor. This fully serviced 767 acre community offers rental space for industry and an established housing area for employees.

The Corporation administers a fund from which conventional loans can be made for the purpose of pollution control. This program is operated jointly with the Ontario Water Resources Commission and the Air Management Branch of the Department of Energy and Resources Management, and provides medium term loans at prevailing rates of interest to companies who are unable to take the necessary steps from their own financial resources. There is a ceiling on the individual amount available.

In co-operation with the Department of Tourism and Information O.D.C. administers a fund from which conventional loans can be made for the purpose of improving the profitability of the tourist industry. These loans bear interest at the prevailing rate and there is a ceiling on the amount available for any individual project.

O.D.C. is charged with the responsibility for the development and maintenance of Sheridan Park, a research oriented centre located a short distance out of Toronto. The Corporation is prepared under suitable circumstances to lease or sell, rent, assist in the financing of buildings or to enter into lease-back arrangements with appropriate companies.

Enquiries concerning all O.D.C. services should be addressed to  
Ontario Development Corporation,  
950 Yonge St.,  
Toronto 5, Ontario.  
Telephone (416) 365-4622

## FINANCING EXPORTS

On October 1, 1969, the Export Development Corporation (EDC), succeeded the Export Credits Insurance Corporation (ECIC).

EDC assumed all the functions of ECIC but has much broader powers to insure, guarantee and finance. The main points of difference affecting exporters are:

The maximum financial liability EDC is empowered to undertake:

Export Credits Insurance	\$1,000 million	(\$500 million of which requires Cabinet approval)
Export Financing	\$ 800 million	(\$200 million of which requires Cabinet approval)
Foreign Investment Insurance	\$ 50 million	(All of which requires Cabinet approval)

EDC has the power to insure almost any export transaction, not only one involving goods or technical services, but such "invisible" exports as managerial services, advertising programs, the licensing or sale of patents, trademarks, copyrights, etc.

Engineering and other technical studies (but not feasibility studies) may be financed, even when not related to the export of goods.

Unconditional guarantees may be issued to chartered banks or to any person providing non-recourse supplier financing. They may also be issued in connection with a bank's loan to a foreign buyer for the purchase of Canadian goods and services.

EDC has the power to insure Canadian investments abroad against non-commercial risks such as loss through confiscation, expropriation, war or revolution, or the inability to repatriate capital or earnings.

Finally, there are a number of features in the organization of EDC which strengthen administration and speed up decision-making. Direction of EDC business is vested in a Board which, to ensure co-operation between government and private industry, includes four Directors appointed from outside the Public Service. All matters dealing with insurance, guarantees or loans, except when carried out at the direction of the government, are the responsibility of the Board. An Executive Committee of the Board, with authority delegated by the Board, ensures that EDC can act quickly in response to exporters' needs.

Detailed information on export financing is available from

Export Development Corporation

P.O. Box 655, Ottawa 4, Canada.

Branches in Montreal, Toronto, Vancouver

## USEFUL INFORMATION WHEN APPLYING FOR LOANS

Preliminary proposals should include the following where applicable:

1. A description of the nature and location of the enterprise or project for which a loan is sought, including its history and its present and contemplated activities with regard to the proposed loan. The applicant should present any preliminary engineering and economic data and market studies available, which are pertinent to the proposed loan.
2. The general purposes of the proposed loan, including the anticipated volume and kind of end products or services which would be produced.
3. A description of (1) the item or services to be produced; (2) the source of its raw materials; (3) the markets to be supplied and the competition, if any; (4) transportation for raw materials and finished products.
4. Total costs of activity, showing finances required and all the sources of such funds, including amount already invested or to be invested, by applicant. Discuss how the cost estimate of the activity was obtained.
5. The relationship and the importance of the project to the development of Community or area.



6. Amount requested and an indication of the specific use to which the loan will be put.
7. Estimate of time within which it is desired that the proposed loan be repaid and a tentative repayment schedule.
8. A description of the efforts which have been made to raise the required capital from other sources and the terms, if any, on which such capital is available.
9. The most recent regularly prepared balance sheets and profit and loss statement of the applicant. New enterprises should submit pro forma profit and loss statement.

If the applicant is a private entity, supply the additional information requested below:

(a) The name and address of the applicant, together with brief biographic sketch of the principal owners and manager of the enterprise. Indicate the extent of management experience as related to the type of proposal submitted.

(b) Show what portion of total capital would be provided for the project in the form of equity investment and what forms of investment (including the loan requested) would provide the remainder of the total capital required.

(c) Indicate whether a guaranty of the obligation could be offered and, if so, by whom.

(d) The names of banks with which the applicant ordinarily does business.

(e) References.

## **COMMUNITY INVESTMENT CORPORATIONS**

In recent years many industries seeking new plant space have shown a definite interest in buildings which can be secured on a rental basis. Such an arrangement appeals to companies whose policy it is to use working capital for plant equipment and operating expenses but not for the acquisition of land and buildings. In addition new or small companies prefer to lease plant space until such time as they can better determine their maximum manufacturing needs.

In Ontario, municipalities are not permitted to construct buildings for industry and therefore the capital for such projects must be secured through conventional financing institutions or from local private sources.

Construction of industrial buildings on a speculative basis is confined mostly to the large urban centres. This then has necessitated the Industrial Spokesmen of smaller communities to seek out competitive measures for the construction of industrial leasehold buildings. This has resulted in the formation of a number of local Community Investment Corporations in Ontario.

Each "corporation" has been set up to meet particular needs. However, all operate along one or more of the following lines:

- (a) Incorporated under the laws of Ontario.
- (b) Obtain capital through the sale of shares to local citizens or receive contributions as a non-profit organization; in the latter case it is usual to obtain Federal recognition of the contributions for income tax purposes.
- (c) Broad company charter which will permit the corporation to buy, sell, or rent land and to construct, purchase, sell or rent industrial buildings.
- (d) Provide financial assistance at reasonable rates to local manufacturers requiring such aid for plant expansion, modernization or for new equipment.
- (e) Promote the municipality as an industrial location.

A Community Investment Corporation does not guarantee the establishment of new industries. It will, however, give each citizen an opportunity to support and participate in the local industrial development program by making local capital available for the construction of leasehold buildings.

# TYPES OF BUSINESS



✓	Sole Ownership
✓	Partnership
✓	Limited Company
✓	Canadian Branch

The following notes on the types of business organizations which may be created in Canada are included for explanatory purposes only and should not be used as procedure. Persons wishing to set up business under any of the forms mentioned should seek legal advice in the preparation of their application for registration.

Citizens and aliens, residents and non-residents are equally free to carry on business in Canada without restriction.

The four basic forms of business organizations which may be created are:

1. Sole Proprietorship;
2. Partnership (general or limited);
3. Limited Liability Company (private or public);
4. Branch of foreign corporation.

## (1) SOLE PROPRIETORSHIP

A man or woman in Canada, married or single, may engage in trade in his or her own name with only his or her separate property being liable under the contracts he or she makes. (Note: In the case of most small enterprises, municipal regulations should be investigated, particularly in the field of business licences and zoning regulations).

## **(2) PARTNERSHIPS (GENERAL OR LIMITED)**

In Ontario the registration of partnerships is a matter of territorial jurisdiction; that is to say, they must be registered with the county or district in which the partnership intends to operate. The declaration must be filed with the Registrar within sixty days after formation.

### **GENERAL PARTNERSHIPS**

In a general partnership the members are not only jointly liable for the debts of the partnership but, in addition, are jointly and severally liable (each liable for his share or the full amount). Each partner can bind the partnership irrespective of the consent of the other partners.

Registration usually consists of filing a Declaration signed by all partners stating the name in full and residence of each, the firm name under which the business is to be carried on and the time during which the partnership has existed. The Declaration must also include an averment that the parties named are the acknowledged partners.

### **LIMITED PARTNERSHIPS**

A limited partnership is composed of one or more general partners who conduct the business, and one or more persons, who contribute an amount in actual cash, called 'special or limited partners'.

As opposed to the unqualified liability of a general partner, a limited partner is liable to the firm or its creditors only to the extent of the capital he has agreed to contribute, and no more. He may share in profits according to the partnership agreement, but he must take no part in the management of the firm or he becomes a general partner.

### **FAILURE TO REGISTER**

In Ontario failure to register a partnership is an offense and on summary conviction a fine of not less than \$10.00 nor more than \$100.00 may be imposed. There is an additional penalty in that such partnerships as have failed to register are precluded from resorting to the Courts to enforce contracts made in the normal course of business. (Chapter 289, the Partnerships Registration Act – Sections 9 & 10 Revised Statutes of Ontario).

## **(3) LIMITED LIABILITY COMPANY**

A Limited Liability Company may be created under Federal or Provincial law – and it may be a private or a public Company.



In a *private Company* (a) the right to transfer shares is restricted; (b) the number of the members is limited to fifty, and (c) the general public may not be invited to take up any shares or debentures of the Company.

*Public Companies* may offer shares or debentures for sale to the public, place no limitation on the number of shareholders, nor restrict the transfer of shares.

A Federal Company must have its head office in Canada. In order to issue shares, it must have specific authority in its charter. Any amount up to one hundred per cent of the issued capital may be held in any country or by persons of any nationality or residence.

A Company created by Federal authority may carry on business in all parts of Canada. A Province cannot prohibit a Federal Company from doing business within its borders, nor from suing in the courts to enforce contracts made in the course of business authorized by its charter. However, each Province requires that a Federal Company comply with legislation of general application.

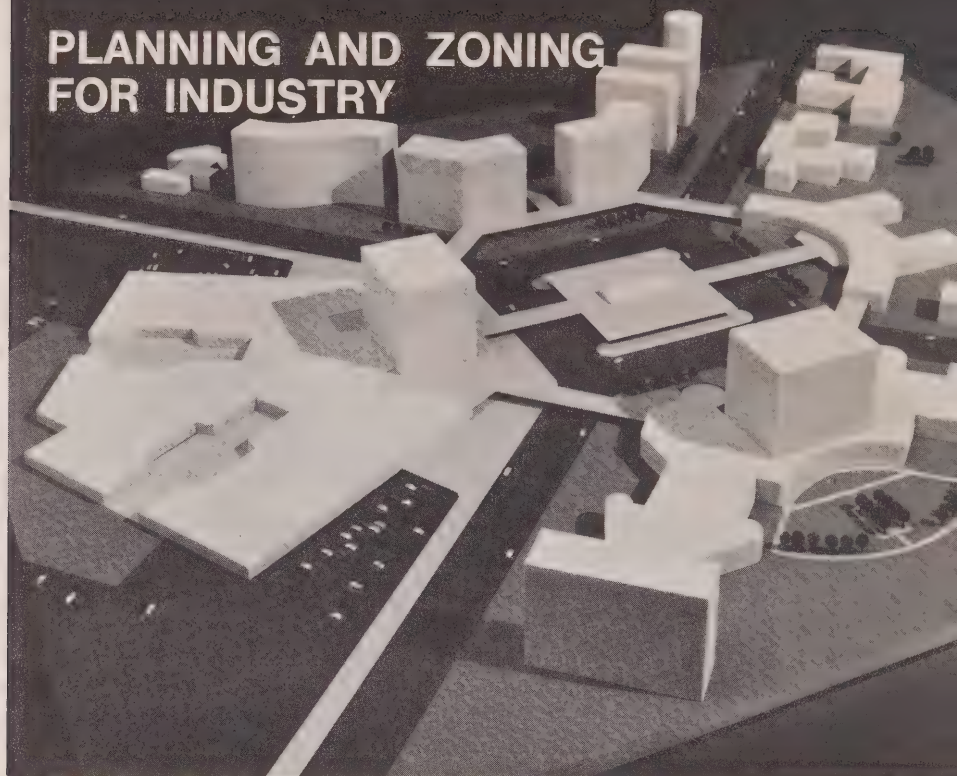
A Company operating under a Provincial charter must register or take out a licence in each of the other Provinces in which it proposes to carry on business. In Ontario and Quebec registration in one or the other is sufficient because of the existence of a reciprocal arrangement.

#### **(4) BRANCH OF FOREIGN CORPORATION**

Foreign Companies need not incorporate but may operate a Canadian branch by taking out a licence or registering under the provision of the Provincial Companies Act. In such cases, however, foreign corporations are liable to employees, creditors and third parties for all acts and debts contracted by their managers, agents or representatives on behalf of their Canadian branches.

Incorporation of a Canadian subsidiary is generally preferred because of income tax considerations, internal control and identification with the Canadian market.

# PLANNING AND ZONING FOR INDUSTRY



## COMMUNITY PLANNING

Today, industrial growth in communities does not happen by chance. Inter-municipal competition for industries is intense and large sums of money are expended on industrial promotion programs. Yet it is still true that many municipalities are not able to attract industries and one of the main reasons for this is because community planning has not been taken seriously enough.

By this, it is not meant to imply that if planning is adopted industrial development will occur automatically. There are many factors outside the control of a municipality which will have a strong influence on the suitability of a particular community for attracting industry. These include proximity of sources of supply of raw materials or large consumer markets, good regional transportation facilities and the existence of a skilled labour force.

Municipalities lacking these prime attributes would do well to examine their situation objectively to determine whether, in fact, they will ever be able to fare well in the competition for industry. If the answer is negative the fact should be faced and adjustments made in planning the future of the community. Budgeting for local industrial promotion should be reviewed and the program revised to develop some other phase of economic activity such as tourism.

But, other things being equal, enough evidence has been accumulated to make it clear that a municipality which has not adopted a sound planning program is at a distinct disadvantage.

Before the advent of trade unions, truck transportation and automation, industries, by and large, were tied to the railroads and large centres of population and very little attention was paid to other factors. At this stage of the twentieth century, however, it is well known that industrialists demand and are able to get from one municipality or another, a great many services and facilities which cannot be supplied unless considerable work has been expended in planning every phase of municipal growth.

Many industrialists, for example, would not think seriously today of locating a plant of any consequence in a municipality which could not assure an adequate water supply. Similarly, because of the trend to single storey buildings and the need for parking space and room for expansion, it is necessary for a community to have industrial areas set aside with large individual sites available with direct road access planned in such a way that vehicles can move quickly from the plants to major highways without being forced to drive through residential areas or heavy traffic on local roads.

Moreover, it has now become almost universally accepted that a proper environment be created and permanently maintained for new industrial development and expansion of existing industry.

This means that the industrialist will expect to find a site in an area which has been established and zoned for industrial and accessory uses well removed from any possible conflict between the industrial operation and incompatible land uses such as a housing development.

It also means that the new and expanding industry will expect to locate in an area where there are plants of a similar nature. If it happens to be a so-called "prestige type" light industrial firm to be set on spacious well landscaped grounds, for example, its officials would not look kindly on the prospect of a large, unsightly plant emitting a great amount of noise and/or fumes locating immediately adjacent.

Industrialists, of course, are not only concerned about the physical and economic requirements for their operation but are also vitally interested in locating in a municipality which can provide suitable amenities for their workers and families. These amenities are diverse and range from good housing accommodation and a sound educational system to adequate parkland and a well managed recreational program.

Space does not permit an attempt to discuss all of the planning factors



which, if present in large measure, give one municipality an advantage over another in the competition for attracting industry.

Suffice it to say that the ones which have been mentioned are at least of major importance. None of them can be provided without some degree of organization and forethought in terms of both the present and future. If all of these services are planned on a piecemeal basis by a number of departments of a municipal government with no concerted attempt at co-ordination, it is obvious that the result will be less than satisfactory. Thus, the water and sewer capacity may be inadequate because there was no knowledge of what the future demand would be as a result of population growth; or indeed, perhaps the capacity was not expanded to keep ahead of demand because municipal financial budgeting was not adequately related to future growth demands and a system of priorities so that now the community cannot afford a major capital works expenditure.

In the same way, roads may have been constructed in the wrong locations and with inadequate widths because no one knew where residential or industrial areas would be allowed to develop and what the nature or volume of the traffic would be.

It is essential, therefore, that an element of co-ordination of all of the services be exercised. This is the purpose of community planning. It is the planner's job to examine in detail the totality of urban life of a particular community and develop a rational program for its future growth.

This is accomplished by assembling as much data as possible on the physical, economic and social conditions and analyzing this data in order to produce what is called an official plan. The plan can be completed only through the co-operation of all of the departments of a municipal government and thus the extent to which a planner is successful is dependent upon his ability to work closely with other people.

## **THE OFFICIAL PLAN**

An official plan may be defined as a document containing a comprehensive but generalized development program for a municipality or group of municipalities to guide and control the nature, location, and sequence of future growth of both the private and public sectors of the local economy.

When the plan is completed and has been explained to, and is supported by a majority of the public, it is then adopted by the council or councils having jurisdiction in the area to which it applies and is submitted



to the Department of Municipal Affairs for ministerial approval. Upon the receipt of this approval it becomes legally the official plan for the area.

Control over the growth of a community is exercised through the plan by virtue of the fact that no public work may be undertaken and no by-law may be passed which does not conform with it.

## **ZONING BY-LAW**

When the plan is in effect it must then be implemented if it is to be of positive value. The major instrument in this regard is the restricted area or zoning by-law which sets out the land use provisions of the plan in detail and gives council control over the specific use of each parcel of land in the municipality as well as the spacing, bulk and external character of new buildings or structures.

It is important, however, to bear in mind that a zoning by-law is a tool of planned development – not its master. It should be a “live” instrument and therefore subject to periodic review as growth or circumstances affecting the overall good of the community may warrant.

Other forms of implementation are also important and these include the building by-law which controls the strength and adequacy of construction of buildings and the subdivision control by-law which gives the municipality jurisdiction over the splitting of land into separate parcels.

## **AUTHORITY**

Planning in Ontario stems from the enabling legislation contained in The Planning Act. This act is administered by the Community Planning Branch of the Department of Municipal Affairs.

In addition to the Branch's function of approving all official plans and plans of subdivision in the Province, members of its staff are available to the various communities in Ontario for advice on general planning problems. This advice, of course, often includes how a planning program can be of direct assistance in helping to attract sound industrial development.

## INDUSTRIAL LAND DEVELOPMENT



Industry — large or small, heavy or light, dirty or clean, noisy or quiet — these are the choices and responsibility of both the municipal official and the private developer.

Planning, then, is an obvious requirement for any municipality in order to achieve an aesthetically satisfying and economically productive estate which will attract developer and industrialist alike.

The location and environment of industry has passed through three very broad cycles in this country. The earliest days saw the establishment of factories of all types, both heavy and light, located centrally and downtown (in our older cities and towns) and usually adjacent to natural water resources or the main railway service. The workers were, at this time, forced to take up residence in the immediate vicinity of their place of work, mainly due to lack of means of transportation.

As public transportation developed and the affluence of the working class enabled it to become mobile, the worker moved his place of residence further and further away from the commercial and industrial heart of the community. During this stage little or no thought was given to the aesthetics of the factory site or the amenities which ensure productive work.

The industrial community has gradually changed, and today, with the mobility of the working force, plus the increased requirements of light

industry, has resulted in a separation of light from heavy industry, with the latter being forced to locate at continually greater distances from the urban centre, and the former being attracted to suburban rather than downtown locations, where land is relatively inexpensive and where single-storey buildings are therefore practical, effecting a more economical operation.

Concurrent with this change there grew an awareness of fair working conditions and a desire to provide an improved working environment. Here, then, was born the industrial estate, or park, with proper planning and architectural controls, producing results which have been most gratifying to communities and industrialists alike.

## **DEVELOPMENT BY THE COMMUNITY**

Sooner or later, most municipalities will be confronted with a decision as to the desirability of planned industrial land development as a means of attracting industry.

The main issues for consideration here are whether the project should be undertaken as a municipal venture subject to the limitations of costs and legislative restrictions, or whether it is desirable to encourage private enterprise development.

What are the requirements? What will it cost? How will it benefit the Industrial Development Program, and most important of all, what are the relative merits of the two types of development programs?

In considering these questions, it must be recognized that population, present stage of development, geographic location, future growth prospects, and potential resale values will be major factors in inducing private enterprise to take on the land development job.

It may be that the potential is not great enough to attract the large specialized development corporations, but may be attractive to smaller local construction or development companies.

In either case, where the job is turned over to private enterprise, the municipality must ensure that all necessary planning and zoning is adhered to and that by-laws to enforce these regulations are instituted and enforced.

Where a municipality is considering an industrial land development project at public expense, the following points should be carefully considered. Permissive legislation for acquiring, servicing and disposing of industrial land is contained in Section 379(1) Paragraph 49 of the Municipal Act. It should be noted that while this revised legislation authori-

zes the purchase and sale or lease of land, the rental or sale price is still governed by the "no bonusing of industry" clause in Section 248(a) of the Municipal Act.

At this point it might be well to mention that any community which is prepared to undertake an industrial land development project should first of all be prepared to initiate a survey that will result in an official plan of the municipality. This will establish the proper residential, commercial, industrial and recreational zoning. Planned, controlled growth in the early stage of expansion can save costly redevelopment at a future date and avoid a great deal of recrimination.

In considering land for industrial development purposes, the following suggestions should be borne in mind:

1. The size of the proposed development area should be consistent with a realistic appraisal of the community's development needs.
2. The land should be located within an industrial zone with due consideration given to the segregation of light, heavy or noxious industry (odor, noise, dust, etc.).
3. The property should be so located as to be easily and economically serviced with water, sewage, electricity, gas, road and rail transportation, and convenient to the main transportation arteries serving the municipality.
4. The property should be carefully checked for drainage, topography, type of soil, load bearing qualities, overburden etc. The assistance of the municipal engineer should be sought for this appraisal, or, if necessary, a private consultant should be retained.
5. Land titles should be carefully checked.
6. A preliminary subdivision plan should be prepared to indicate maximum land use potential.

Once the land has been assembled and purchased, the rate and extent of development becomes mainly a matter of budget consideration.

While municipalities are permitted to own, develop and resell (or lease) industrial land, this land must be located within the municipality.

They are not allowed to use public funds for the construction of buildings for industry.

There are also controls on the use of moneys received from the sale or lease of municipally owned industrial land. Section 379 paragraph 49 of the Municipal Act states:

(a) Where land has been acquired under The Industrial Sites Act, being chapter 268 of the Revised Statutes of Ontario, 1937, or under this



paragraph, and any debt is outstanding in respect of the acquisition of the land or in respect of any services applied to the land, other than services supplied under The Local Improvement Act, all moneys received from the sale or lease of such land shall be used to retire the debt or shall be set aside as a fund to provide for the retirement of the debt unless the Department, upon the request of the council, approves the use of any of such moneys for another purpose; and, when the debt is retired or the amount in the fund is sufficient to provide for the complete retirement of the debt, the balance of such moneys on hand and any such moneys received thereafter shall be credited to the general funds of the municipality.

The purchase of industrial land is considered by many community leaders as an "investment" in the future development of the municipality. It is suggested therefore, that the sale or rental price should be established on a realistic basis keeping in mind the initial purchase costs, servicing and improvement costs, the general appreciation of land values, if any, and the fact that a municipal council cannot bonus industrial or other business or commercial enterprises.

Careful planning and costing of the municipal industrial land development project will result in savings of time and money to both the community and a prospective industry. It will ensure a pattern of compatible industrial, commercial and residential growth. It will also provide a location for the expansion of existing industry.

## **PRIVATE ENTERPRISE DEVELOPMENT**

Harmoniously integrated industrial estates can only be created when leadership is given by the municipality acting together with the arm of free enterprise working in the field of community development. It then becomes the responsibility of the municipality to establish, by means of legislation, the 'theme' for such development, and the responsibility of free enterprise to work within such a "theme" in order to attain the desired result.

It has been found by experienced developers of prestige industrial estates that it is generally desirable for them to impose restrictions beyond the requirements of the municipality on the development of their lands in order to ensure the requisite enhancement of land values. The benefits derived from creating a well-developed, and thus sought after, industrial complex go both to the municipality and the developer. As an example: Once the first architecturally controlled building of the complex is complete, an obvious sales-tool or "leader" is provided to facilitate financing and completion of the balance of the estate —

having an upgrading effect and providing higher values to all parties concerned.

Industrialists are, as a rule, long-term investors in the community, and if given the opportunity, can play a very active role in all aspects of community life. The industrialist coming to a new community not only requires the necessary services and transportation for his operation, but is also concerned with good housing, recreational and cultural facilities for his employees.

## DEVELOPMENT METHODS

Heavy industry, for the most part, requires a single-use complex, and it is thus necessary for it to provide its own design and layout specialists. It is, in fact, in a separate category, both as regards construction and financing of operations.

Medium and light industry, on the other hand, have three alternatives available for the design, construction and financing of its plants, because they are usually classified as multi-purpose buildings and are, therefore, more marketable. The most conventional means has been the "owner-builder" method, whereby industry takes upon itself the hiring of architects and engineers, who design the building and call for construction tenders. Financing must then be arranged by the industrialist with the various means at his disposal.

The second alternative is for the industrialist to enter into a "building package" with a developer, who would then be responsible for providing all the professional services, the construction of the building and in some cases the necessary financing, on a fixed price contract.

The third alternative, and the one that has gained in popularity over the recent years, is for the industrialist to "net-lease" his building from a development company which assumes responsibility for the design and construction of the building to the user's specifications.

In the case of land sales to owner-builder-industrialists by the estate developer, the latter will be responsible for establishing architectural and planning controls. These controls should take into account the building set-backs, elevations and grades, use of exterior materials and colours, signs and landscaping. Such controls may vary within an estate according to designated land uses, and will be co-ordinated by the developer's architectural and planning team.

Services performed by the developer of "building package" and "net-lease" deals are identical, except in regard to financing. Such services usually include the following:

## **Site Selection**

These vary from "spot" location to industrial parks (for which some companies offer coast-to-coast selection). Problems of existing transportation and communications, plus expansion possibilities and future value enhancement are usually important considerations in site selection.

## **Architecture**

The developer's associated architects consult with the client's executives and plant manager, produce a sketch plan, co-ordinate the mechanical and structural design to specifications, and produce working drawings which ensure a plant layout which will result in the best flow of work, the finest office arrangements, and combine economy with efficiency. Contact is maintained between client and architect throughout the progress of construction.

## **Engineering**

Methods and procedures are under constant study by the developer's consulting structural and mechanical engineers, who work in close contact with the architects. This is where wide experience works to the benefit of clients by ensuring that each new building incorporates what is best and most economical, while meeting requirements such as floor loading, ceiling heights, column spacing, shipping facilities, etc.

## **Construction**

The developer appoints an experienced project manager and a resident superintendent as soon as a contract is signed, the latter directing all operations of the job site with the object of ensuring that specifications are met. The closest liaison is at all times maintained between the client's representatives and those responsible for actual construction.

## **Financing**

In the case of a "building package", the developer receives a pre-determined sum based on a fixed price contract. Should the industrialist require a mortgage on his new plant, this service can also be performed by the developer. In the case of "net-lease" deals, the developer performs all the before-mentioned services and leases to the industrialist the entire operation for a given period of time, usually 15-25 years. The "net-lease" requires the industrialist to pay for such things as his own services and utilities together with taxes, insurance and maintenance costs of the building during the leasing period. The amount charged for

“net-leases” based on a twenty-year term usually varies between 8% and 11% of the capital cost per annum, depending on the client’s financial rating.

It should be pointed out that there are a number of alternatives and variations of the above methods which are offered to clients to meet their specific needs.

### **Promotion**

Promotion of an industrial estate and of a client’s operation within it is often neglected but is a service which can be performed by the developer, working either in conjunction with the client’s public relations staff, or where this is non-existent, as a “spot” service. This includes such items as interim reports, press releases, photographs, brochures, announcement cards, newspaper and journal write-ups, and the employment of all suitable media to publicize operations. Such publicity benefits both the client and the developer.

The goal of creating an aesthetically pleasing and economically satisfying environment for industry can only be attained by far-sighted guidance and leadership from civic officials working in harmony with responsible representatives of free enterprise.

## **SITE PLANNING FOR INDUSTRIAL DEVELOPMENT**

Flexibility is the most important consideration in planning the layout of an industrial subdivision. While it is absolutely necessary to establish an overall plan for the entire area to provide a general concept for traffic circulation, utilities extensions and perhaps railway sidings, there will usually be a demand for considerable variety in lot sizes. Since estimating future lot sizes would be, at best, an educated guess, various methods may be used to provide flexibility. One lot dimension, the depth, may have to be firmly established by, say, a rail easement to the rear and a road in the front. However, access streets may be spaced at irregular intervals to provide a variety of lot depths (see sketch plan No. 1). Lot depths in contemporary industrial subdivisions usually vary between a minimum of 200 feet to a maximum of 500 feet. At the planning stage large blocks which can later be divided may be preferable to precise subdivision into lots. If subdivision into lots is for some reason preferred then it may be advisable to divide into lots of a unit minimum width thus offering a prospective purchaser the maximum flexibility in acquiring a number of lots to suit his particular purpose. (see sketch plan No. 2).



## **TOPOGRAPHY AND DRAINAGE**

Though this is primarily a subject of concern in locating sites for industrial development it has, of course, important design implications. Flat land is usually sought for industrial sites for obvious reasons of economy of site preparation, i.e., grading, installation of utilities, extension of railway facilities, etc.

However, level topography is not necessarily a controlling factor in site selection. Indeed, though extensive grading may be required, gently rolling land with good drainage may well be preferable to flat but difficult to drain areas.

Drainage, both surface and subsurface are vitally important matters for consideration. The construction of buildings, paved roads, and parking areas will increase surface runoff and accentuate surface drainage problems. Poor subsurface conditions may result in building construction problems owing to the poor load-bearing quality of the underlying soil. Test borings should therefore be taken to determine the load-bearing capacity.

## **ROADS AND CIRCULATION**

The roads in an industrial subdivision should carry only that traffic connected with the operations of the industries concerned. Creation of a major street through such a subdivision should be carefully avoided. No direct vehicular access should be allowed from individual lots to major highways and some special form of interchange may be necessary for developments with a high concentration of employees. The appropriate highway authorities should be consulted at the design stage. It is access to major arterials, not their adjacency which is of prime importance. The introduction of a service road along a major highway (see sketch No. 1) will minimize the access to the highway and will also provide an excellent advertising potential for industries located along and fronting toward a well travelled highway. In present day terms buildings become a form of advertising and public relations.

The right of way width for access streets should be at least 66 feet where storm sewers are provided and up to 86 or 100 feet if ditch drainage is used. Pavement widths should be a minimum of 36 feet wide but will vary widely depending on the circulation pattern and the ultimate size of the development.

Curb radii at intersections should not be less than 50 feet and preferably 80 feet at major intersections. The number of cross intersections should be kept to a minimum. "T" intersections are preferred because

they result in far less traffic conflict points and are therefore much safer. (see all 3 sketch plans). Acute angles at intersections should be avoided to assure safer and more efficient traffic movements and to avoid the creation of odd shaped lots. It is advisable to keep road gradients in an industrial subdivision to a minimum, preferably below 5%. (see chapter on transportation).

## RAIL FACILITIES

Although many small and medium sized industrial subdivisions today make little use of rail service and many are now oriented only to highways, it is still desirable to locate on a rail line to preserve flexibility of service for initial and **future** tenants. The immediate availability of rail service also gives the industrial development occupant a stronger bargaining position with other transportation media. (see chapter on transportation).

Among the many references available on the subject of site planning, the following are recommended:

Boley, Robert E. — Industrial Districts — Principles in Practice, Technical Bulletin 44. Washington 6, D.C., Urban Land Institute, Dec. 1962, 199 pp.

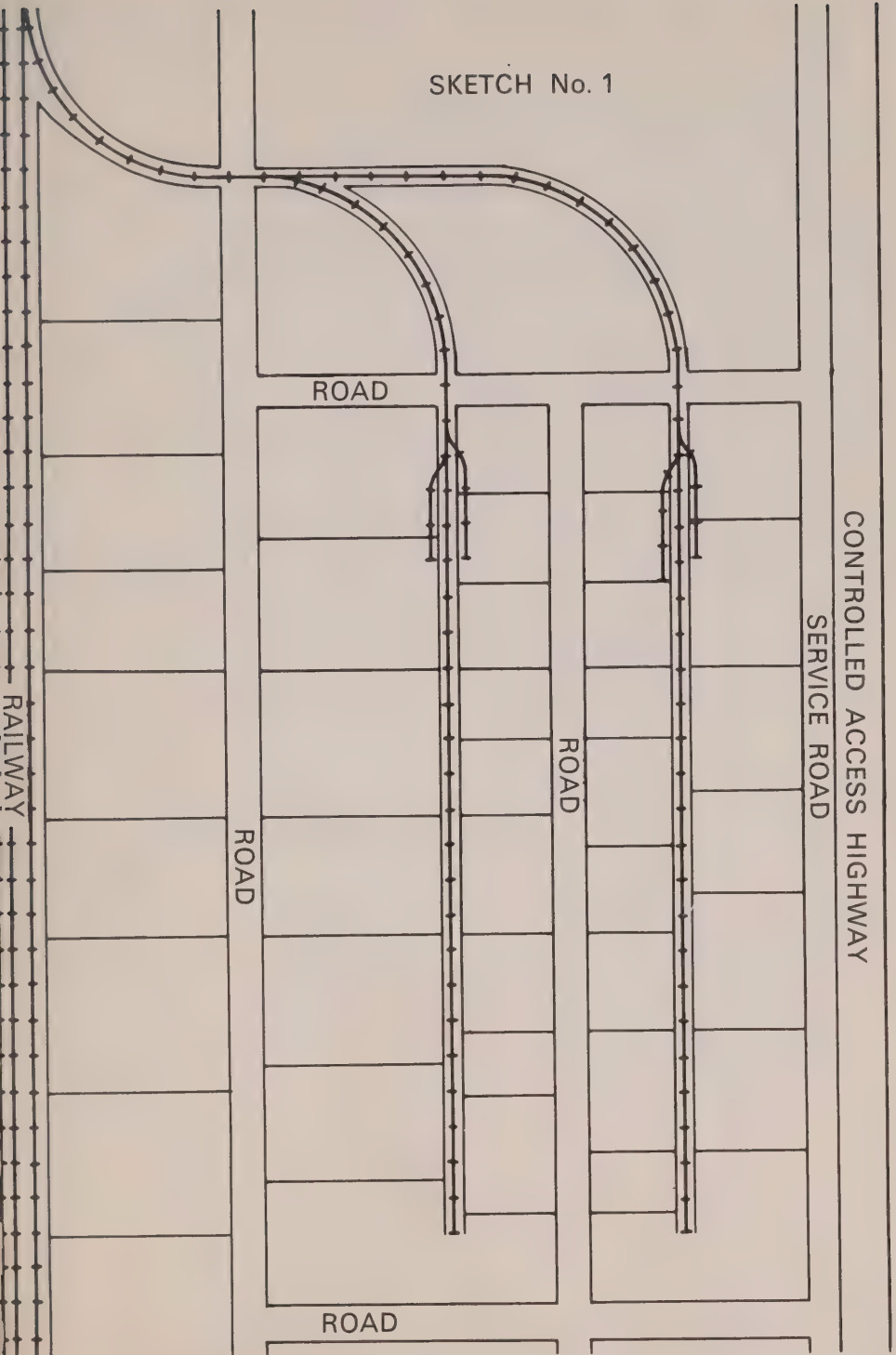
Boley, Robert E. — Industrial Districts — An Analysis of Characteristics, Technical Bulletin 41. Washington 6, D.C., Urban Land Institute, April 1961, 79 pp.

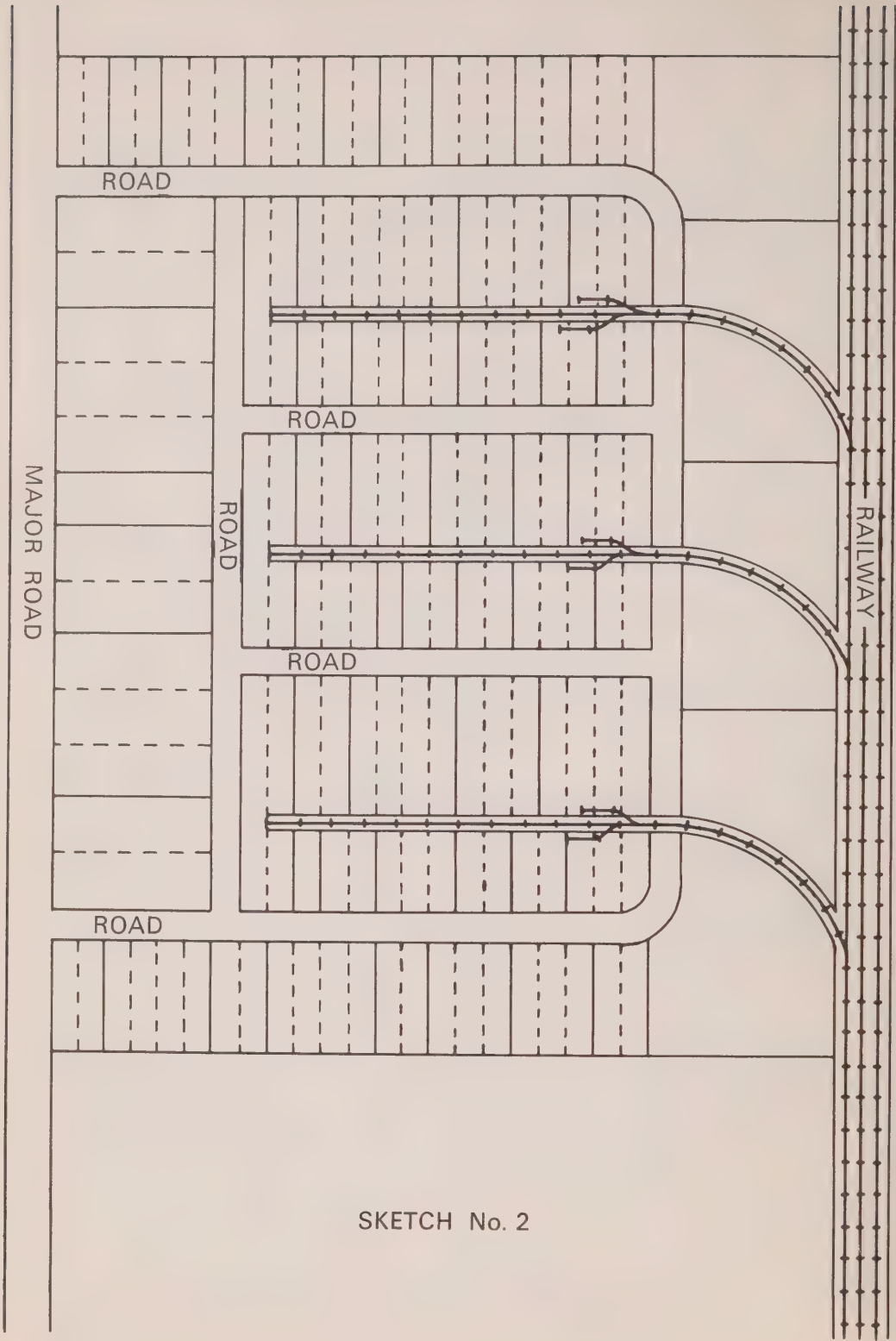
Pasma, Theodore K. — Organized Industrial Districts — A tool for Community Development. Washington 25, D.C., U.S. Government Printing Office (U.S. Department of Commerce, Office of Technical Services), 1954, 111 pp.

Tunnard, C., and Pushkarev, B. — Man-made America — Chaos or Control, New Haven, Yale University Press, 1963, 479 pp.

The first three references give a great deal of detailed information and data on all aspects of U.S. and Canadian industrial developments. The fourth is a general work on town planning but contains a lengthy section on the aesthetic aspects of industrial layouts. Each of the four also includes a bibliography.

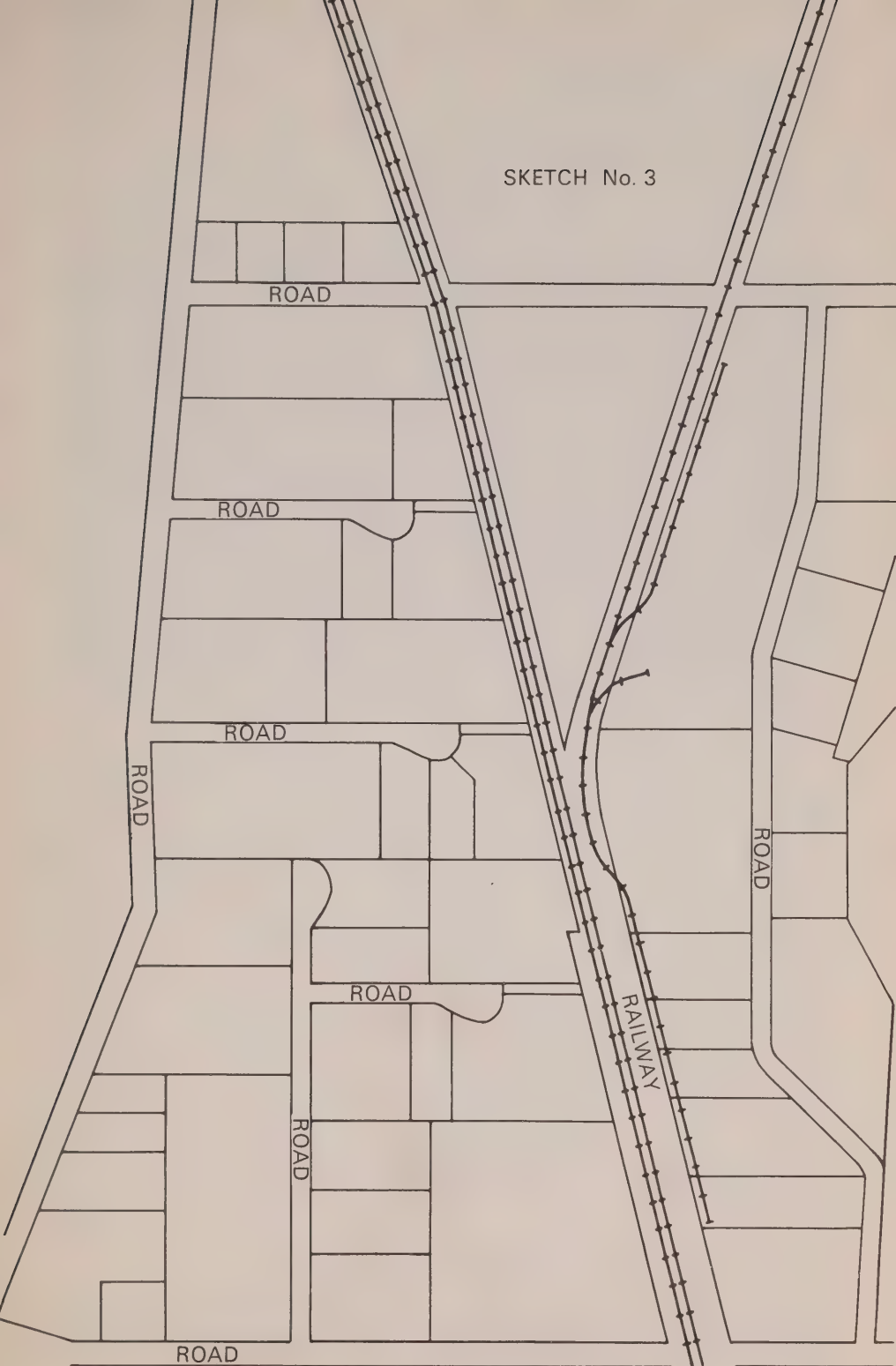
SKETCH No. 1







SKETCH No. 3



# INDUSTRIAL BUILDING CONSTRUCTION



## THE NEED FOR RENTAL SPACE

In some communities, citizens' groups have endeavoured to attract industry by constructing buildings suitable for rental to industry. The Industrial Commissioner, if invited to assist in such projects, would be well advised to exercise caution. Of recent years, many development investment groups have been operating in the lease-back field and, presumably, have found that it presents an attractive form of investment. Regardless of how public spirited a citizens' group may be, they are entitled to expect a reasonable return on their investment. Rentals must, therefore, not only be attractive to the lessee, but provide for amortization of the debt over a reasonable period at current interest rates. If competent lease-back firms are not already operating in the community, there may be some good reason for it. Discussions with local financial houses and realtors should be of great assistance in deciding whether a citizens' group should be encouraged to enter the field. Careful consideration should be given to the advantages and disadvantages offered by the community from a manufacturer's viewpoint.

It may be that efforts spent on improving the existing public utilities, rezoning land or overhauling the building code will do more to entice industry than will the provision of rental space. Perhaps the community may already have idle plant space, readily convertible to the needs of a new tenant, in which case the objective of bringing in industry can be accomplished by a selling campaign.

## SELECTING A DESIGN

If, after all factors have been examined and duly weighed, the construction of factory space for rental is still considered to be a reasonable proposition, thought must be given to the type of industry for which it will have most appeal and then to the type of building for which the demand will be greatest. A survey of existing industry in the community may indicate that there would be an advantage for some of its suppliers or customers locating nearby. On the other hand, diversification may offer the advantage that a slump in a key industry will have less effect on the community as a whole. It would be obviously imprudent to erect a building which is too closely tailored to the needs of one type of business. It is, therefore, most likely that the plant should be built with the needs of an average light manufacturing firm in mind, where the operations performed do not make great demands on the configuration and services provided in the structure.

Since the services of a Consulting Professional Engineering Group and/or Architect will be required, it seems logical to retain the services of such a firm at this point.

It would be wise, perhaps, not to proceed beyond the preliminary design stage until a suitable tenant has been secured and a lease arranged. Using the prefabricated materials available today, small plants can be built relatively quickly so that the delay in obtaining occupancy need not be great. Flexibility should be the keynote of design of the new plant. Interior columns should be kept to the minimum, without incurring the need for an excessively heavy beam structure. As some degree of shipping and receiving will be needed, a truck loading dock should be provided. At least one wall should be constructed of material which can easily be taken down and reused if the plant is extended. At little additional cost, most of the building services can be slightly oversized to provide for this eventuality. Partitions and lighting are best left to be either installed by the lessee or provided by the owner to suit his needs. By the imaginative use of relatively inexpensive building materials, the structure can be given an attractive exterior which may assist in setting the pattern for other plants and enhance the appearance of the district. The Consulting Engineer or Architect can prepare all the necessary drawings, specifications and documents required to call tenders for construction.

## CONTRACTING THE WORK

Goods plans and specifications coupled with well considered contract documents are essential to the calling of tenders for any building. Time

spent in careful planning during this stage of the project, will be more than repaid by the saving in lost time during the construction period and will ensure that the plant provides those facilities desired. Well qualified Industrial Consultants are available to produce these documents and the owners will be well advised to avail themselves of the services of a competent firm of design engineers for this purpose.

It is not the purpose of this article to consider all the factors affecting the design and construction of a building, but merely to warn of some of the pitfalls of improper and inadequate preliminary planning. Changes in the work after a contract has been awarded can be costly and should be avoided wherever possible. In recent years the business of general contracting has been highly competitive and profit margins have been pared to the bone. While there are some contractors who comb the specifications for excuses to charge for an "extra", the vast majority are far more concerned with completing the contract as quickly and economically as possible. True, they will charge for work not covered by the contract for they cannot afford any more than any business can, to give away their services. To the contractor, a change is more likely to have a delay and nuisance value, far exceeding the remuneration received. Consider that a change of only \$1,000.00 may involve the contractor's securing prices from three or four subcontractors, in addition to pricing his own work. From this he may derive \$100.00 or \$150.00 as overhead and profit, out of which he must pay some of his highest-salaried personnel involved in estimates and negotiations. Further, changes have a habit of delaying the work. For instance, a change in the size of an elevator penthouse may involve the reworking of structural steel which, in turn, delays the placing of the roof deck and roofing. Some owners will ask, during construction, for quotations on additional work with which they do not proceed, thereby putting the contractor to an expense for which he may not be recompensed. Unfortunately, the construction project has not yet been built that did not involve changes. The budget must, therefore, provide for them. Experience indicates that an amount in the order of 5% to 10% of the cost of the building should be adequate. Before calling for tenders, the rate at which payments to the contractor will be required, should be known for budgeting purposes. The design group should be able to supply a tentative schedule and monthly cost outlay forecast, which can be checked when a contract has been awarded.

## **TYPES OF CONSTRUCTION CONTRACT**

Two types of construction contract are in general use for building construction:



1. A stipulated sum contract covering the total cost of the work.
2. A cost of work contract plus a percentage fee or fixed fee.

By far, the largest number of building construction contracts are of the stipulated sum type. This contract has the great advantage of providing an initial determination of the value of the work within fairly close limits. Drawings and specifications for this type of contract must be complete and free from ambiguity, as the contract terms do not provide for flexibility other than by negotiation.

In a "cost plus" contract, bidders will possibly base their fees on a general description of the amount and kind of work, together with a copy of the general conditions of contract and the contract form. On the other hand, almost complete or fully complete drawings and specifications may be supplied. This type of contract, i.e., cost plus percentage or fixed fee, is not looked upon favourably by most owners. It should not be too readily dismissed, however, since in certain instances it may be preferable to the stipulated sum contract. It can provide a much greater degree of flexibility to the owner and it allows work to begin, if required, before the completion of contract drawings and specifications. The big disadvantage, of course, is that the final cost of the work cannot be as clearly defined as with a stipulated sum contract and the owner must depend on the ability of his design group for an accurate estimate of costs. In addition, there is no incentive to the contractor to carry out the work in the most economical manner and, in fact, there may be exactly the opposite effect. All contracts should include a completion date, which should be considered the essence of the contract. In order to ensure completion on the required date, penalty and/or bonus clauses may be included in the contract.

## **CALL FOR TENDERS**

Having decided on the type of contract, a contractor must be selected. The best and usual practice is to request tenders or bids from an invited group of contractors selected by your design authority. Bids are received, in sealed, unidentifiable envelopes, up to a certain fixed hour on a fixed date and are franked at time of receipt. Those received thereafter should not be opened.

If the decision is to invite tenders, the length of the list should be in proportion to the amount of the contract. Six to eight firms should be sufficient for a contract of up to \$500,000.00. If the list is unduly long and the contractor has an adequate work load, he may either decline to bid or, if he is concerned about incurring the owner's displeasure, enter an accommodation bid (making certain that it is high enough to be

unsuccessful or alternatively to ensure him handsome compensation). In his view, the odds that he will be low bidder decrease as the number of bidders increases.

The local Builder's Exchange will be happy to advise on all matters affecting a call for tenders.

Bidding practice today is a complicated procedure, especially where numerous subtrades are involved and the use of bid depositories is requested by some of these trades.

## **TENDER DOCUMENTS**

The tender documents should include the following:

1. Instruction to Bidders

This is an invitation to bid and, in brief, defines the project, the hour, date and place of closing of bids. This document will include instructions regarding the contractor's liability to examine the site, procedures as to substitution of specified materials, the use of bid depositories for sub-trades and the requirements as to securing drawings and tender documents and providing bid deposits and performance bonds.

2. Form of Tender

This is the document which the contractor must complete and sign and which constitutes his bid. In addition to his bid price, he will be asked for a starting and completion date if not specified, a list of proposed sub-contractors with their quotations and a list of approved equipment of material substitutions which he may propose.

3. Form of Agreement or Contract

This defines the form of contract which is to be used and is supplied at this time for the contractor's information only. Lacking suitable form of agreement, owners will be well advised to use the Standard Form of Agreement of the Canadian Construction Association. This Form is well known to all contractors and was developed with the assistance of the architectural and engineering professions. The Canadian Construction Association can also provide typical forms upon which to model your Instructions to Bidders and the Form of Tender.

It is most important that sufficient time be allowed for the bidders to prepare their tenders properly. An additional week's allowance at this point may save a considerable sum of money. Bidders have to secure quotations from a dozen or more subcontractors and the more time that can be allowed them the better the chances are of

securing low bids. Three weeks should be sufficient for a contract up to \$500,000.00 and two weeks is almost mandatory, regardless of the contract value.

Care should be exercised in selection of the date and time of closing. Date, time and place of closing should be specific and statutory holidays should, of course, be avoided, and the time system (i.e., standard or daylight saving) should be stipulated.

Monday is not a popular closing day with contractors, as it often involves weekend work in preparation of a tender and complicates the receipt of bids from sub-trades.

#### 4. Comparison of Tenders

While there is no obligation to accept the lowest tender, it is normal practice to do so, especially where bids are invited. There should be sound reason for doing otherwise.

Preparation of bids costs money and a contractor, when invited to tender, will naturally assume that he will be awarded the contract if he has the lowest tender. An unsatisfactory completion date is, of course, adequate cause for not selecting the low bidder. Restrictive clauses added to the form of tender by the bidders are grounds for discarding the bid. Technically speaking, any “ifs and/or buts” constitute a qualified bid or, in other words, a bid based on something other than the requirements. A bidder adding any qualifying remarks makes his bid subject to rejection.

Where use is made of a trade bid depository, the sub-trade bids listed by the contractor must be checked against those deposited at the bid depository. The local builder's exchange or branch of the Canadian Construction Association will be glad to explain the function of a trade bid depository. This list of sub-trades should be scrutinized to ensure that competent subcontractors are proposed. It is quite permissible to request a change of subcontractors but only at his quoted price.

Before signing the contract documents, the contractor must convey the performance bond to the owners (usually in the amount of 50% of the contract value) and produce proof from his insurance company that he is carrying adequate fire insurance and insurance against public liability and property damage.

## SUPERVISION OF THE CONTRACT

A common error on the part of persons normally engaged to administer and supervise a contract is that they are prone to forget that portion of

the contract documents which forms the substance of the contract. The general conditions of the contract form the nucleus and the most important part of the contract. They describe the terms and conditions of the agreement entered into between the owner and the contractor and outline each one's responsibility towards the other. The agreement, when all else is removed, basically states that for a certain sum of money, the contractor agrees to perform certain work for the owner. The drawings and specifications merely describe this work and, while they are essential to the contract, the actual legal intent is described in the form of agreement and in the general conditions of the contract.

While there are many pitfalls to be avoided in specification writing, the general conditions of the contract must be much more precise. For this reason, it is best to use standard conditions which have been drawn up with legal assistance and have stood the test of time. Unfortunately, too many construction supervisors either forget that such documents exist or elect to contravene these rules. Any decision which sets aside the general conditions, in whole or in part, is a matter for the owner and contractor to decide. A supervisory agency which elects to do so on its own is usurping authority and is on very dangerous ground.

The degree of supervision will, of course, vary with the size of the contract, the complexity of the work and the time available to complete it. For many building projects up to \$500,000.00, satisfactory supervision need involve no more than a visit once or twice a week by a member of the supervisory authority. However, a complex project of less value may require full-time resident supervision.

It is unlikely that the supervising group will have the facilities for inspection and testing of reinforcing steel, concrete (i.e., strength testing), structural steel, soils, brick, etc. Provision should, therefore, be made to have a reputable inspection and testing firm carry out any necessary tests under the control of the supervisory authority.

## **WHAT TO EXPECT FROM THE SUPERVISION GROUP**

The main function of a contract supervision group is to ensure that the contractor lives up to the terms of his contract and provides the structure which is described in the plans and specifications. It should be remembered, however, that an architect or engineer acting in this capacity has also a professional responsibility to the contractor and should be the arbiter as to the intent of the specification. Your contractor will expect and is entitled to unbiased decisions.

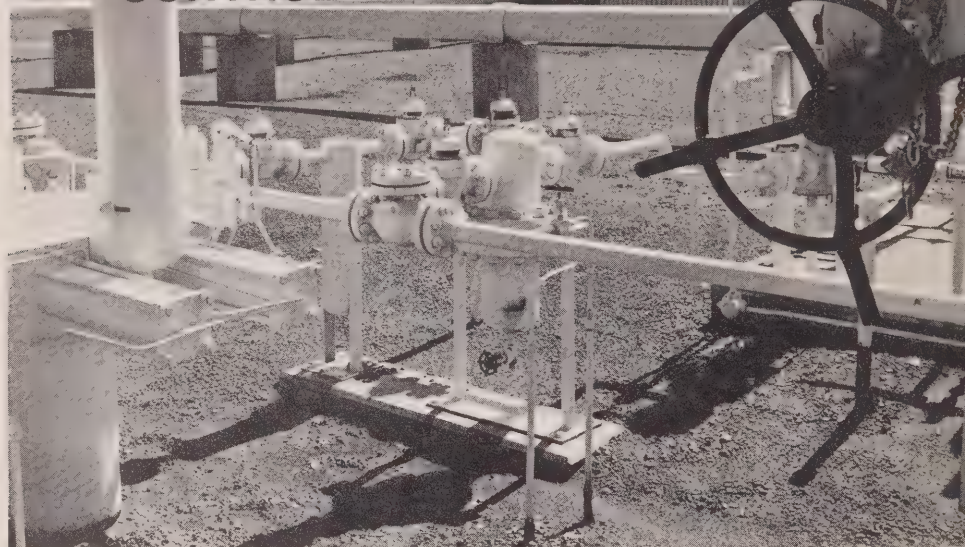


The contract supervision group will perform the following tasks:

1. Ensure that the contractor obtains a building permit and all other necessary permits.
2. Examine and approve all shop drawings.
3. Rule on substitution of equivalent or alternative materials.
4. Keep a close watch on the schedule and advise owner of any slip-page.
5. Negotiate on behalf of the owner claims for additional work.
6. Approve the contractor's monthly claims.
7. Attend job meetings with the contractor and his sub-trades to ensure the smooth and timely progress of work.
8. Prepare monthly or weekly reports to keep the owner abreast of the work progress.
9. Before acceptance of the work, ensure that all tests and inspections required by the contract or by local codes are completed and acceptable.
10. Secure copies of all shop drawings, as-built drawings, inspection certificates, guarantees and warranties and all maintenance and operating instructions for special equipment.

Upon completion of the work, the supervision group will carry out a final inspection, have all deficiencies remedied and advise the owner when the building is complete in all respects and ready for occupancy. The date of final acceptance of the building should be recorded in a letter to the contractor, with a copy to the owner, because the mechanics' lien period and the contractor's one year guarantee of workmanship starts at this date. Under the Ontario Mechanics' Lien Act, the owner is required by law to withhold the final 15% payment for thirty-seven days. All work must be completed prior to the start of the lien period, and payment before the period is ended may incur a lien. At the end of the lien period and before final payment, the contractor should supply a statutory declaration that all wages, invoices and other claims have been paid.

# **WATER SUPPLY, WASTE DISPOSAL AND AIR POLLUTION CONTROL**



## **WATER**

The economy and well-being of our country depends a great deal on our industry, and industry in turn depends on an adequate supply of water. Water, in fact, has often been referred to as industry's number one raw material.

There are, of course, some industries which require no water other than for sanitary purposes. These are generally referred to as "dry" industries. Most manufacturing establishments, however, require process water in varying quantities and these are referred to as the "wet" industries.

The amount of water used varies from one product to another and may range from approximately fifteen gallons to produce a case of canned tomatoes to 510,000 gallons to produce a ton of newsprint.

The rational concept of water use is a balanced multiple use without waste. This requires that the self-purification capacity of receiving water should neither be abused nor wasted, and this concept must be borne in mind in dealing with pollution abatement proposals, new plant locations and expansions.

## **ONTARIO WATER RESOURCES COMMISSION**

The Ontario Water Resources Commission is the agency which adminis-

ters the Provincial regulations governing use of water and the control of sanitary and industrial waste.

In dealing with plans for the establishment of new Industry or the expansion of existing Industry, it is important to remember that (1) a "Water Taking Permit" from the O.W.R.C. is necessary if the industry proposes to drill a well or develop a surface water supply of more than 10,000 gallons per day, (2) no new industry that proposes the discharge of wastes directly to a receiving water may go into operation without adequate treatment facilities.

An application, along with plans and specifications, must be made to the O.W.R.C. and an approval certificate obtained before construction of the treatment facilities can begin.

New industries today are often quite complex and produce wastes for which there are no known methods of treatment. Extensive investigations are frequently necessary to achieve satisfactory solutions. Most large industrial firms engage consulting engineers to design treatment works, but it should be remembered that the staff of the Industrial Waste Branch of the O.W.R.C. is always ready to assist and advise.

## **ENGINEERING EVALUATION**

Four phases are usually entailed in an engineering evaluation of waste disposal problems. These may be summarized as follows:

1. A determination of the strength, volume and characteristics of the pollution loads.
2. A study of stream flow conditions.
3. Sampling of the receiving stream to ascertain its self-purification ability.
4. A study of present and future stream conditions under various natural or regulated flow patterns and with various pollution loadings.

Using the information from these studies, the degree of treatment required can be determined and the works designed.

## **DISPOSAL IN MUNICIPAL SEWERS**

Another method of disposal used in many urban areas is the discharge into municipal sewers. This, too, can lead to problems and nuisances. If the discharge is to a sanitary sewer, the waste may cause deterioration of the sewer or may affect the operation of the sewage treatment plant.



Some toxic wastes can knock out completely a biological treatment process. Discharges to storm sewers are always undesirable as the waste is usually too strong for the receiving water when there is no storm water dilution.

In most instances, pretreatment of the waste by the industry is necessary before discharge to a municipal sewer. The Commission has recommended control limits for wastes going into storm and sanitary sewers. These limits can be incorporated by the municipality into an Industrial Waste by-law so the requirement for pretreatment works can be enforced. The importance of adequate pretreatment of these wastes cannot be stressed too much.

## **NEW PLANT LOCATION**

The importance of water supply and waste disposal as a factor in the location of new industries should not be underestimated.

At the outset, the industry itself will no doubt investigate the availability, quality and cost of water. It may not be aware, however, of the need for considering proper waste treatment and disposal. During this planning stage, the industry should be advised of the limits of the municipal sewage system or the receiving water to handle the anticipated waste.

Prelocation surveys are most important at this stage and the O.W.R.C. is always willing to co-operate and assist in this. Such a survey would include the quality and type of waste, the expected treatment plant loadings, toxic or other interfering wastes, the method of disposal to streams as well as routine inspections after operation is under way.

## **AIR**

As more and more people are coming to Canada and making Ontario their new home, the population and industrialization increases. This, of course, makes new demands upon air.

Air pollution in industrial areas of Ontario is becoming a problem, as it is in other parts of the world. In an effort to combat and solve the problem the Ontario legislature passed the Air Pollution Control Act in 1967. This act defines "Air Pollution" as – "the presence in the outdoor atmosphere of any air contaminant or contaminants in quantities that may cause discomfort to or endanger the health or safety of persons, or that may cause injury or damage to property or to plant or animal life or that may interfere with visibility or the normal conduct of transport or business;"



The Act further states –

“(1) No person shall construct a stationary source of air pollution unless he has obtained from the Minister a certificate of approval to the method and devices to be employed to control the emission of any air contaminant into the outdoor atmosphere from the source and to prevent air pollution.

(2) An applicant for a certificate of approval shall submit to the Minister such plans, specifications and other information with respect to the source of air pollution as the Minister may require.

(3) The Minister may issue a certificate of approval subject to such terms and conditions respecting the method and devices to be employed for the control of the emission of any air contaminant into the outdoor atmosphere from the source of air pollution, and for the prevention of air pollution as the Minister deems necessary.

(4) No person shall construct a stationary source of air pollution except in accordance with the plans, specifications, methods and devices in respect of which the certificate of approval was issued.”

Where there is a question of possible air pollution resulting from an industrial installation, one should contact:

Department of Energy and Resources Management,  
Air Management Branch,  
Approvals & Criteria Section,  
1 St. Clair Ave. W.,  
Toronto 7.  
(416) 365-5776

# TRANSPORTATION



## RAIL FACILITIES

In the development of industrial properties all available methods of transportation should be kept in mind. Failure to do so can add greatly to development costs. This is particularly so where construction of rail facilities is involved. The positioning of railway lead tracks and connecting private sidings must adhere to relatively strict regulations and construction limitations. The importance of preliminary studies and consultation with the railway serving the area cannot be stressed too highly to those in the field of community industrial development.

## PLANNING TRACKAGE LAYOUTS

It is recommended by all railways that before any extensive planning is carried out, the railway be given an opportunity of looking the area over and determining the most logical location for the main lead and location of private sidings.

This is of particular importance when dealing with a large tract of land involving the construction of access roads, municipal services and public utilities.

The construction of railway trackage does not have the same flexibility as the installation of roads. In addition, there are certain limitations which have to be considered such as side and overhead clearances, right-of-way requirements, grades and curvature. As in the construction of any major project, cost factors must be worked out.

## **RAILWAY STANDARDS**

In planning the installation of a main lead track, first consideration will have to be given to the location of existing rail facilities from which the lead track will be constructed. If the lead is connected to a main track used for through traffic, it is possible the railway will have to take into account the present positioning of operating facilities such as signals, communication lines, single or double track, existing railway crossings, bridges and overpasses.

The next factor to be considered will be the final elevation of the industrial property after it has been graded in relation to the elevation of the existing rail line from which the lead track or siding is to be constructed. As a general "rule of thumb", it is practical to consider that the rail line can be constructed so as to provide up to a 2% grade. This represents a rise or fall of two feet in a horizontal run of 100 feet.

Another consideration will be the curvature of the track keeping in mind land lost to accommodate a railway right-of-way. The generally accepted sharpest curve which can be installed for a lead track or private siding is 25° having a radius of 231.01 feet.

The railways are governed by standard clearances as laid down by the BOARD OF TRANSPORT COMMISSIONERS and in the event these clearances cannot be maintained for practical purposes, application must be made by the railway to the Board of Transport Commissioners for approval of any restricted clearance. This further amplifies the importance of bringing your railway into the picture during the early stages of planning thus eliminating the possibility of this problem arising later on.

For side clearances a distance of not less than eight feet four and a quarter inches from the centre line of the track must be maintained for any object which extends vertically beyond four feet above the top of rail. If the object does not exceed the four feet limit, the minimum side clearance from the centre line of track can be reduced to six feet. The side clearances referred to above apply only to straight track. Installations adjacent to curved track are subject to an additional clearance of one inch per degree of curve.

In considering the construction of any overhead features such as unloading dock canopies, doorways into industrial plants, overhead conveyors, etc., a minimum clearance must be maintained of twenty-two feet above the top of rail. In the event of overhead power lines having to be installed, the minimum clearance will be subject to the length of span between supporting poles or towers and the maximum voltage being carried by the line. Specific clearance information is available from your railway company.

## **COST OF TRACKAGE**

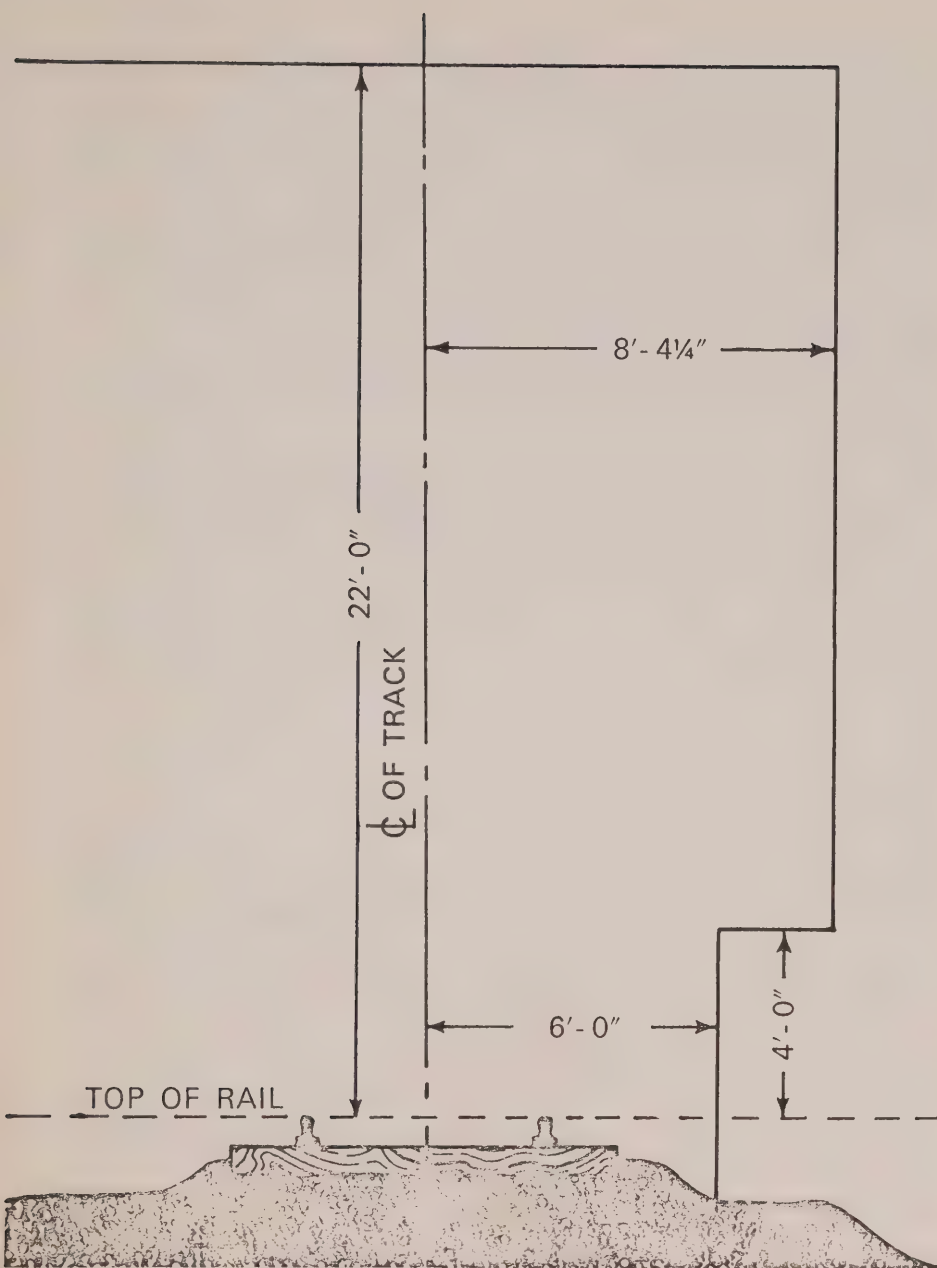
With regard to the construction of a main lead track from which future private sidings can be constructed, and where a large scale development is planned involving considerable freight volume, the participation of the railway company in the scheme is subject to negotiation. In other cases, the railway company may require the land developer to absorb the total cost of construction and sign with the railway an agreement whereby the developer agrees to paying an annual rental based on the value of the non-perishable railway materials such as rails, fastenings, etc. Perishables are items such as used in the construction of the lead having no re-claim value to the railway.

The wise industrial developer will not attempt to quote construction figures which have not been worked out by the railway for each specific installation. Most railway engineers are reluctant to quote a general figure, as the construction of each railway spur can be subjected to many different influencing factors. One widely quoted range is \$10.00 to \$15.00 per track foot, plus the cost of grading, right-of-way acquisition and culverts for drainage.

In the construction of private sidings to serve specific industries, the railway company usually supplies all materials, with the industry being responsible for the cost of grading and all perishable materials. The railway usually retains ownership of the non-perishable materials and executes a Private Siding Agreement with the industry whereby the industry pays an annual rental based on the value of the non-perishable material.

When an industrial area is planned requiring railway service, it is conceivable that quite a number of private sidings could be required, thereby resulting in a complexity of agreements between the railway, the land developer and the industry. It is, therefore, important that frank discussion and a mutually agreed arrangement be reached at the outset concerning the division of costs and what Rental Agreements are to be established.





SKETCH SHOWING MINIMUM CLEARANCES REQUIRED  
FOR RAILWAY SIDINGS (STRAIGHT TRACK ONLY).

## RAIL SERVICE

When planning the construction of rail facilities to serve an industrial area, all matters relating to service should be checked with the railway or railways concerned. The developer should confirm the frequency of switching service, delivery times to principal cities and determine if the area is considered to be located within the four mile limit of a recognized interchange point. Such an arrangement will provide industries locating in the area with the added advantage of inter-switching rates which affect traffic moving by way of another rail carrier. Another factor which is important to industry is the availability of pool car shipments and more recently "piggy-back" service utilizing the combination of highway trailers on flat cars.

It should also be determined whether the industrial area is within the yard limits of the railway as this will determine frequency of service and whether or not the switching is done by a regular yard crew or road crew. The extension of switching limits may be brought about by the extension of yard limits and through the publishing of revised tariffs. This, however, can be a difficult task for the railway because of union interests involved.

## FREIGHT RATES

No attempt should be made by the industrial developer to quote freight rates without having discussed this matter with the railway company. Generally speaking, all rates are related to mileage involved but the published rate will be subject to volume of movement and existing competition which must be met by the railway. There are two main classifications of rates, namely, class rates and commodity rates, each of which are broken down and related to carload lots and less than carload lots. In other cases, some rates are established on the basis of a signed agreement between the railway and the shipper, generally referred to as agreed charges and, with the introduction of "piggy-back" service, a special rate structure is now established combining mileage involved and the pick-up and number of deliveries to be made on behalf of the shipper.

In this chapter we have attempted to provide a general knowledge of the complexities which must be dealt with by the railway company. The diagram which follows is for the purpose of showing the standard clearances discussed under that heading. This is provided for general information only and each specific installation should be referred to the railway for approval. Each railway has an Industrial Development Department through whom the industrial developer can obtain the full

assistance of the railway in such matters as track layouts, freight rates or any other item related to the operation of industrial trackage in your industrial area.

## **TRUCKING FACILITIES**

As in the case of planning railway service, consideration must also be given to the operation of trucking services in an industrial area. While trucks have more flexibility than railways in terms of manoeuvrability and operating regulations, there are a number of factors which should be taken into account. These factors will deal mainly with roadways, loading docks and movement of vehicles. These items then become important to the land developer or the development organization which might be involved with the erection of buildings for industrial purposes.

## **PLANNING ROADWAYS**

In all probability the main access road to the industrial area will originate from a highway or other main traffic artery. Consideration will then have to be given to the provision of sufficient turning room so as to eliminate as much as possible any traffic hazards which might be created by vehicles entering or leaving the access road at the intersection with the through road.

The width of the access road can only be determined by taking into account the volume of traffic anticipated and the location of drainage ditches, and the type of sub-soil on which the road must be constructed. A minimum width of sixty-six feet will provide for only two lanes of traffic and congestion can be created if "on street" parking is permitted and heavy volume of traffic develops.

In industrial areas where considerable truck traffic is anticipated a generally accepted road allowance width ranges from eighty-six feet to one hundred feet if more than two lanes are to be provided. This width also permits the community to install sewer, water and gas lines on the road allowance without interfering with traffic lanes, and open drainage ditches, if required, can be kept well back from travelled portion of the road.

The type of road to be constructed will also be determined by the weather conditions which prevail in the area. Roads which are subject to severe frost action and possible half load limits at certain times of the year create not only inconvenience but also possible increased costs to both the industry and the trucking company.

The secondary roads within the industrial area will, of course, have to meet the same load requirements as the main access road. However, additional consideration must be given to providing sufficient room for the turning of large vehicles at the various road intersections. In order to avoid congestion resulting from two-way traffic where road allowance space must be kept to a minimum, it is sometimes advantageous to consider a road system which will permit only one-way movement of traffic.

## **LOADING FACILITIES**

In positioning the building on the site, consideration must be given to the movement of goods both in and out of the plant or warehouse operation, and the type of vehicle involved.

In all cases, loading docks should be located so as to eliminate the possibility of the vehicle extending out into the street allowance or the blockage of the movement of traffic around the plant.

In designing the loading dock, it must be remembered there is no set height of the top of the dock above ground which will accommodate all vehicles. In general, forty-eight inches to fifty-four inches is most satisfactory for heavy duty units, while somewhat lower docks are more convenient for lighter equipment. If it is found that a large volume of traffic is handled by light trucks because of local delivery or short hauls, etc., it may be to the advantage of the industrial developer to consider the provision of separate docks to accommodate both the heavy and light equipment.

## **APRON SPACE**

The maximum width for trucks is eight feet and it is, therefore, generally agreed that twelve feet is the desirable width for doors, stalls or the allocating of positions at the loading dock. This width usually helps to eliminate damage to equipment and loss of time for manoeuvring into position. It is also pointed out by transport people that as the position width increases, the apron space required for manoeuvring decreases.

Special consideration should be given to curb-side or overhead obstructions, particularly if the vehicle must pass over uneven road surfaces or slopes. Due to body sway, the top of a truck will require greater side clearances than that necessary at road level.



In considering the width of the apron space, the length of the largest vehicle should be taken into account. The space is usually measured from the outermost part of the vehicle or other possible obstruction in the area required for manoeuvring the truck.

The turning radii of tractor-trucks will also have a bearing on the apron space required. In most cases, the shorter the tractor wheel base, the shorter the turning radius.

## **TRUCK RATES**

In the Province of Ontario there is no regulation of rates and a carrier is permitted to charge any rate he pleases. The carrier is, however, subject to the requirements that if he operates more than four vehicles, the rates must be filed with the Ontario Highway Transport Board which can only be changed after thirty days' notice. These tariffs are open to public inspection. Certain commodities such as bricks, cement, rough lumber, farm products and supplies, etc., are not subject to rate filing. Rates, generally speaking, will have a relationship to volume, regularity of movement, distance to be travelled, etc. In any event, it is important not to discuss rates without obtaining advice from your local trucking concern.

## **TYPES OF CARRIERS**

In Canada all highway movements are regulated by the Provincial Governments. There is a reasonable degree of uniformity in the provincial regulations insofar as they relate to private carriers (the transporting of a company's goods in its own vehicles) but there is a wide divergence in the regulations of "for hire" operations. In Ontario the inter-city carriers operate under the PUBLIC COMMERCIAL VEHICLES ACT and are commonly referred to as P.C.V. operators.

Under this act the various operations are divided into a number of licensed categories. Holders of Class "A" licenses are common carriers of general freight operating over specified routes. Class "C" carriers operate to and from specified communities anywhere in the province, providing the goods on each load belong to one shipper or receiver. Under the other classifications of licenses, carriers are usually confined to the carriage of named commodities or types of goods, the use of special equipment for bulk commodities or heavy machinery, or for and on behalf of named shippers. Operations which cross the boundaries of provinces are also licensed by the province, under authority of the "Motor Vehicle Transport Act" a federal statute, as agents of the Federal Government.

The Automotive Transport Association of Ontario, located at 555 Dixon Road, Rexdale, Ontario, publishes an annual "Ship by Truck" directory which lists common carriers serving each municipality and gives details of all Class "A", "B" and "C" P.C.V. licenses. Included also are many of the specialized carriers such as heavy haulers, tank truck operators, automobile haulers, etc. The officials of the association have a wide knowledge of the services available and further information can be obtained by direct contact.

Local cartage is usually licensed by the local municipality. Details of local cartage company operations should be determined by the industrial developer as this will be required when dealing with local distribution of products.

## **TRUCK FREIGHT TERMINALS**

An additional asset to industrial areas is the availability of a truck freight terminal. This allows for the storage, loading and unloading or transfer of freight where inter-city hauling meets pick-up and delivery service. If such facilities are planned as part of an industrial development area, a number of factors should be considered.

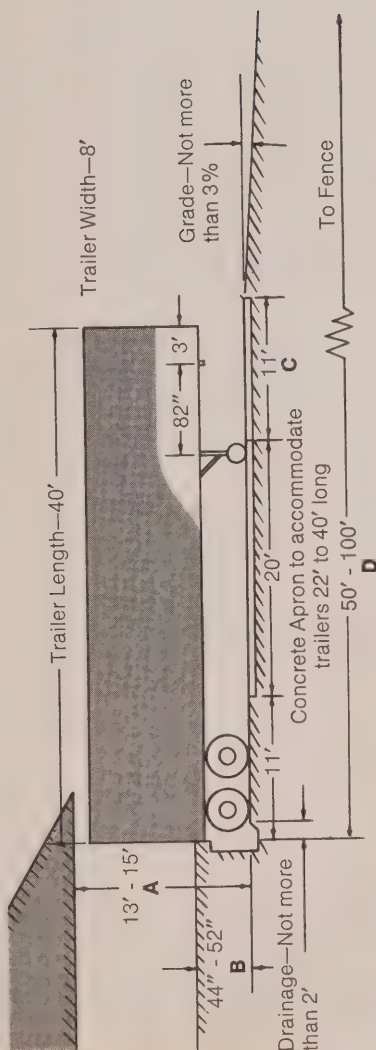
The location is important so as to provide easy access, the construction of adequate loading docks and vehicle parking and movement of vehicles. Consideration should also be given to the relationship of main arterial roads or controlled access highways. Considerable time can be saved if inter-city trucks can move in and out of the terminal without having to be driven through congested downtown areas. This type of set-up usually provides faster service for industries either for inbound or outbound shipments. It is suggested that local trucking concerns be consulted when planning an industrial development area of any size, keeping in mind the various services they will be called upon to provide for industries establishing in the area.

## **PROVINCIAL TRUCKING ASSOCIATIONS**

The Automotive Transport Association of Ontario, Inc.,  
555 Dixon Road,  
Rexdale 604, Ontario.

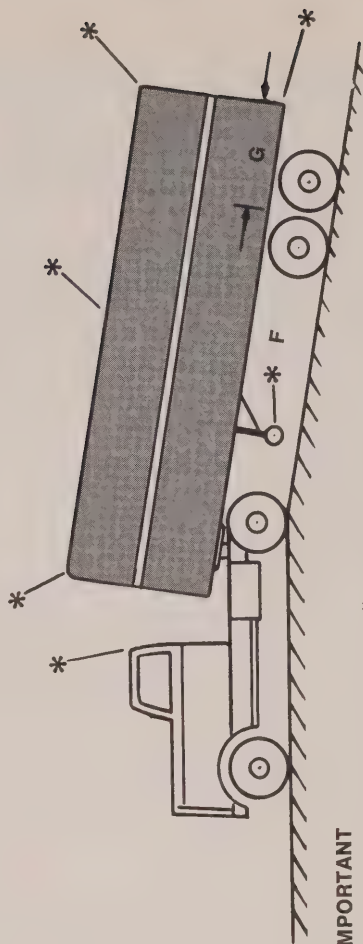
The Automotive Transport Association of B.C.,  
4090 Gravelly Street,  
North Burnaby, B.C.

# RECOMMENDED DIMENSIONS and CLEARANCES for MOTOR TRUCK LOADING PLATFORMS



## NOTES

- A**—Should be at least 6" over legal height for level area — more for slope.
- B**—Dock Height: 48" -52" for City and Road Trailers; 44" for City Trucks.
- C**—Additional slab length may be added to support tractor drive axles.
- D**—General rule for distance required: Total combination length x 2.
- E**—Trailer stall width: Not less than 10'—Recommended width: 12'.
- F**—Landing gear height may be as low as 10".
- G**—Rear of trailer to trailer axles: 4' x 10'.



## IMPORTANT

NOTE: When designing for ramps, dips or crowns in the terminal area special consideration must be given to allow for clearance at the points indicated (\*) on the diagram above. Actual dimensions must be obtained to determine requirements for area involved. Cab clearances are more critical when the combination is jackknifed.

Alberta Motor Transport Association,  
2613A 14th Street S.W.,  
Calgary, Alberta.

Saskatchewan Trucking Association,  
1324 Wallace Street,  
Regina, Saskatchewan.

Manitoba Trucking Association,  
1485 Portage Avenue,  
Winnipeg 10, Manitoba.

Trucking Association of Quebec, Inc.,  
8575 Pascal Gagnon Blvd.,  
Montreal 39, Quebec.

Maritime Motor Transport Association,  
Box 480,  
Hartland, N.B.

## **CANADIAN MOTOR TRANSPORT TARIFF BUREAUS**

H.H. Williamson,  
7342 Government Road,  
Burnaby 2, B.C.

Western Transportation Association,  
1116 Centre Street N.,  
Calgary 41, Alberta.

Canadian Transport Tariff Bureau,  
555 Dixon Road,  
Rexdale 604, Ontario.

Canadian Motor Transport Tariff Bureau,  
1259 Berri Street,  
Montreal 24, Quebec.

Tariffs on traffic moving between U.S.A. and Canadian Provinces are filed through various American tariff bureaus.

## **AIR FREIGHT**

Air Freight today is the fastest growing segment of the rapidly expanding air transport industry.

The amount of air freight carried by Canadian airlines in 1969 increased by 19% over the previous year.



For example, freight handled at Toronto International Airport in 1969 totalled over 71,000,000 lbs. in 311,998 shipments with 40% being handled on international and 60% on domestic routes.

This was an increase of 19% over 1968 and forecast growth is for 19% gains each year over the next 5 years.

On a Canadian, system-wide basis, almost 163,000,000 lbs. of freight were handled while air express took care of 17,783,000 lbs. of freight.

While air freight is still a relatively small portion of the total air transport income, it is a significant one which is rapidly increasing in importance.

Transportation economists concede that the airlines are rapidly gaining an increasing amount of business and will continue to do so at an accelerated rate in the future.

What started out a quarter of a century ago as a high cost, premium service for special and emergency shipments has become an everyday method of moving goods from one point to another around the globe. In the case of high-value, high-weight, low-bulk products, air freight has, in many cases, become the most convenient and most economical method of transportation.

Virtually every type of cargo now travelling can be and is carried by aircraft, with the exception, of course, of outsize items and bulk commodities. And sometimes even these go by air — for example, Air Canada has carried bulk iron ore from Northern Canada to Montreal for assaying.

In Canada, there is a directional flow of freight from the heavily industrialized central portion of the country to the West. In addition, there is a one-way flow from Canada to the Caribbean and from Europe to Canada. The balance is improving, however, principally because of the enormous increase in capacity on Trans-Atlantic routes and a sustained export drive by Canadian manufacturers and the Provincial and Federal Governments.

## **CARGO FLIGHTS**

Aircraft, with giant cargo doors measuring 140 by 85 inches in the forward section of the aircraft, can be adapted to carry varying mixes of freight and passengers with a minimum of effort. These aircraft are operating on domestic Canadian routes carrying up to 9 cargo pallets. Each pallet, measuring 125 by 88 inches, can carry 7,000 to 9,000 pounds of freight. Pallets 108 by 88 inches can carry 5,000 to 7,000 pounds.

A wide variety of goods move to and from and within Canada. Some of the major categories are: industrial and manufacturing machinery and parts, flowers and plants, newspapers and magazines, foodstuffs, surface vehicles and parts, wearing apparel, electrical equipment and parts, aircraft parts, motion picture film, personal effects, agricultural implements and parts and paper products.

To accommodate the burgeoning air freight movement, present air freight terminal facilities are being expanded across Canada while virtually all projected new terminals in Canada have cargo facilities included in the plans.

A rapidly growing activity of air freight forwarders in Canada and throughout the world is another indication of the increasing acceptance of air freight as a standard medium of transportation.

## **AIR-SURFACE SYSTEMS**

Air freight is not just an airport-to-airport system, but operates in conjunction with all forms of surface transportation to provide a vast, integrated network to serve shippers wherever they may be.

Great strides have been made in air/truck freight services in the United States in recent years, and the major Canadian airlines provide integrated air/truck service in certain sections of the country. Extensions of this service in other areas are planned.

There are many reasons for the rapid growth of air freight in recent years, but the principal one is, perhaps, speed. Time is money and when delivery times can be reduced, dollars are saved.

The speed of air freight has opened up new markets in areas otherwise inaccessible to manufacturers and producers. For instance, until the advent of rapid delivery with large aircraft, it wasn't possible for Maritime fishermen to market their lobsters and other fresh seafoods in Europe; Western Canadian growers couldn't sell their fresh cut flowers in Eastern Canada. These are now major users of air freight services.

Larger, faster aircraft, capable of doing more work at lower cost, have reduced the cost of air freight, opening up new vistas for shippers.

Today, there are very few commodities which cannot under some circumstances, move by air to the economic advantage of the shipper.

## WATER SHIPPING

The advantages offered prospective industry through ready access to waterborne transportation should not be overlooked. The listing of port facilities, location of ports closest to the area, or all ports through which merchandise might flow to and from a prospective plant makes a worthwhile addition to any presentation.

For our purposes, ports come under two categories: those geographically advantageous and those suitable for certain types of commerce. To clarify the point: it is sometimes possible to utilize a smaller port for bulk cargo carried on small lake vessels; this same port would not be capable of handling ocean vessels with cargo from overseas, since these would call at recognized deep water ports equipped to handle the discharge or loading of such vessels. This would also be true of large lake vessels which might not be able to navigate a shallow draft harbour.

Information is obtainable from the Port Authority responsible for the administration of the particular harbour.

*Toronto* — The Toronto Harbour Commissioners,  
Trade Development Department,  
60 Harbour Street,  
Toronto 117, Ontario.

*Hamilton* — The Hamilton Harbour Commissioners,  
Trade Development Department,  
605 James Street North,  
Hamilton, Ontario.

*Lakehead* — Lakehead Harbour Commissioners,  
Dominion Public Building,  
P.O. Box 266,  
Thunder Bay, Ontario.

*Oshawa* — Oshawa Harbour Commissioners,  
P.O. Box 492,  
Oshawa, Ontario.

*Windsor* — Windsor Harbour Commissioners,  
500 Riverside Drive, W.,  
Windsor 12, Ontario.

*All Other Ports in Ontario* —  
The Department of Transport,  
Ports and Harbours Branch,  
Ottawa, Ontario.

## SHIPPING DATA

Pertinent information required can be broken down into three categories:

1. CARRIERS (WATER)
  - (a) What lines serve the Port.
  - (b) Geographic areas served.
  - (c) Frequency of service (if lake package freighter or ocean liner is involved).
2. PORT FACILITIES AND PHYSICAL CHARACTERISTICS
  - (a) Draft of vessel capable of entering Port.
  - (b) Protection from storms.
  - (c) Length of navigation season.
  - (d) Covered terminals available.
  - (e) Open dock space available for public use, or private rental.
  - (f) Rates involved.
  - (g) Labour force available.
  - (h) Mechanical equipment available for cargo handling.
3. ANCILLARY SERVICES
  - (a) Customs Service.
  - (b) Forwarding Company Services.
  - (c) Customs clearance facilities.
  - (d) Rail sidings and service available with rates involved.
  - (e) Truck facilities and service available with rates involved.
  - (f) Weighing, measuring or testing services available.

The Port Authorities will be in a position to provide much of this information in a general way without dealing in specifics. With regard to rentals or rates, the information must be supplied as to the type of cargo, quantities, etc., before the correct data can be provided.

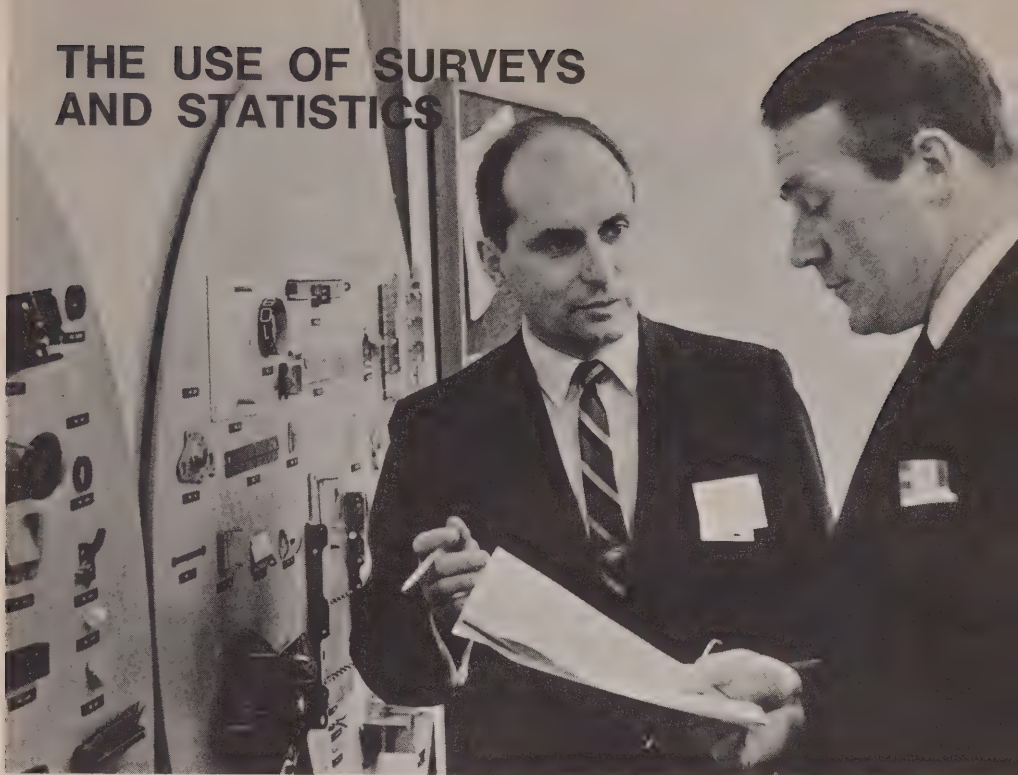
Transportation costs on raw materials affect manufacturing costs. They also seriously influence the laid down price of finished goods, whether on the domestic or export market.

Prospective industry will take a long, hard look at this aspect of the overall picture before reaching a decision on plant location.

Water transportation could be the deciding factor.



# THE USE OF SURVEYS AND STATISTICS



## ECONOMIC RESEARCH

During the past decade and a half, millions of dollars have been spent on this continent for economic surveys of one description or another. Interest in such surveys has been widespread and they have been undertaken by Governments at all levels.

While Governments have in many cases been the prime movers — private enterprise (in addition to conducting economic surveys, forecasts, etc., on its own behalf) has also played a vital role assisting in the preparation of the numerous economic studies indicated above.

Thus we have all levels of Government plus the private sector to various degrees involved in economic surveys. These surveys vary greatly as to type and scope but they have one thing in common — pre-occupation with economic growth.

Latterly the economic survey has been used with growing frequency as a tool for industrial development at the municipal level. In fact, the use of the economic and pseudo-economic survey at the municipal level has almost reached the proportions of a fad on this continent. While in many instances it is used realistically, there are still many people who regard it as the magic formula to solve all problems. Those who feel that something wonderful will automatically follow from an “Economic Survey” learn to their sorrow that they live in an utterly disenchanting world.

The growing use of these studies indicates at least two things:

A growing desire and capacity to anticipate problems and rationally control the economic outlook.

Growing competition between municipalities for new industries, tourist dollars, etc.

Industrial research (by whatever name) is a highly technical field which requires a good grounding in economics plus a special knowledge of research methods. Most important of all, the researcher must be able to effectively assess all data in the light of established criteria and economic trends.

## LOCAL SURVEYS

If the occasion arises when an Industrial Spokesman feels that a survey might be of some value, some serious consideration should be given the proposed project before it is actually undertaken. The spokesman should first of all satisfy himself and his committee on the following points:

1. What is expected from the survey?
2. The type of survey best suited for the purpose.
3. The limitations inherent in each type of survey (including those stemming from budget).
4. That the anticipated results will justify the costs involved.
5. The capability and integrity of the firm undertaking the survey.

To help in the decision, advice should be sought from any or all of the following sources:

1. Professors at the nearest university.
2. Industrial spokesmen who have undertaken similar projects.
3. Regional Development Associations.
4. Government officials — Federal and Provincial.

Where, for reasons of economy, a Commissioner is compelled to undertake a form of elementary study on his own, he should still satisfy himself of the following points:

1. That the survey will serve a useful purpose.
2. That the results will justify the costs involved.
3. That it is within the capability of the Commissioner and his staff.

Studies of this kind can be useful, provided they are organized and presented for what they are — an informed but non-professional preliminary survey.

Even though a municipality may be planning to hire economic consultants to prepare a survey, it would be of considerable value if the Commissioner would undertake a preliminary survey on his own. In this way he would be in a far better position to discuss types and costs of surveys with the economic consultants when the occasion arose to hire them.

In addition, he may find that his own survey is quite adequate for his purposes and no further survey work is required. A possible suggestion to help the industrial spokesman in his preliminary survey is for him to employ students for the summer under the supervision of the Research Branch of the Trade and Industry Division.

## **INFORMATION SOURCES**

### **Manufacturing**

The best source of manufacturing data is D.B.S. Cat. #31-209, "The Manufacturing Industries of Canada, Section C". This publication shows principal statistics such as production, number of establishments and employees, etc., by province, county and municipality. In addition, it shows statistics of major industries in each province and county.

### **Agriculture**

Agriculture statistics can best be obtained from the Census of Canada or a Department of Agriculture booklet "Agriculture Statistics for Ontario". The Census shows the number and areas of farms in each county as well as statistics on livestock, fruit and vegetable production and farm machinery used. The Department of Agriculture booklet, in addition to showing the above information, also indicates farm income, prices received for farm products, rainfall, etc. Soil and Survey maps of each county are also available from the Ontario Department of Agriculture.

### **Construction**

From D.B.S. Cat. #64-001 information can be obtained on the number and value of building permits issued by each municipality. D.B.S. also publishes data in Cat. #64-002 on new residential construction. This publication which is released monthly shows starts, completions and units under construction in each province and urban centre over 5,000 population.

### **Mining**

The Ontario Department of Mines and Northern Affairs publishes a statistical review each year of the mineral industry in Ontario. This publication gives production statistics for each mineral and discusses operations of each mining company in Ontario.

## **Forestry**

Information on sawmills in Ontario, their production by species of wood, and their location can be obtained in a booklet prepared by the Ontario Department of Lands and Forests entitled "Directory of Primary Wood-Using Industries for Ontario". In addition, monthly pulpwood statistics by province are available in D.B.S. Cat. #25-001. Lumber production statistics by species of wood and by province are available in D.B.S. Cat. #35-204.

## **Population**

The Census of Canada is the best source of population statistics by municipality. The population is classified by such basic characteristics as sex, age, marital status, religion, language, etc.

Census publications are available from the Queen's Printer in Ottawa.

## **LABOUR FORCE**

Statistics on the labour force in each region of Ontario may be obtained by contacting —

Ontario Regional Office  
Department of Manpower and Immigration  
23rd floor  
Toronto-Dominion Centre  
King Street West  
Toronto, Ontario

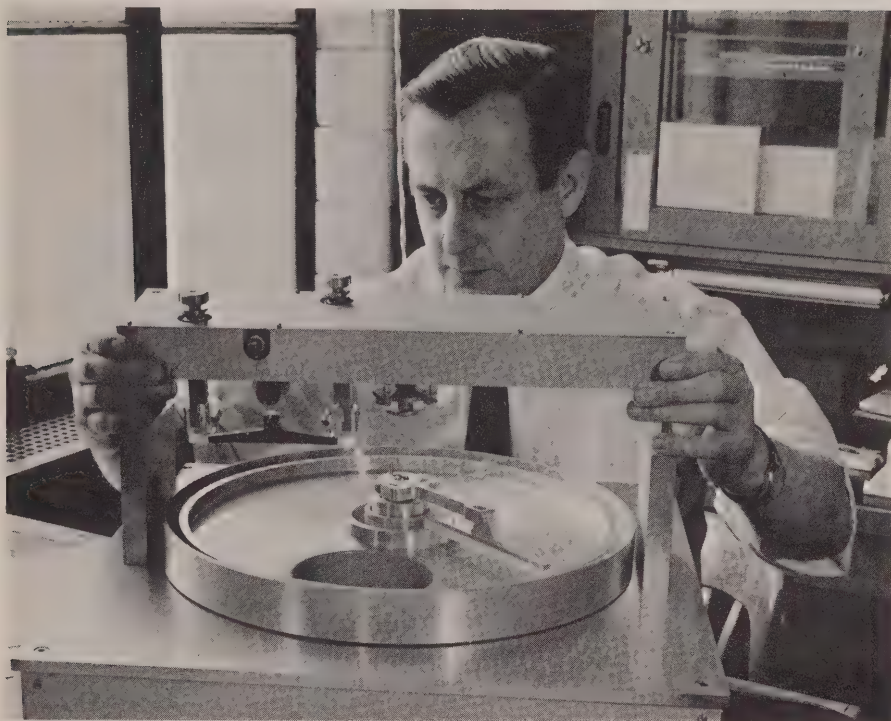
and by reference to the Dominion Bureau of Statistics Cat. #71-001, which is published monthly.

In the study of the above statistics it is advisable to examine not only the figures relating to the municipality but to the county and region as well.

Once the survey has been made, study it — use it.



# ONTARIO RESEARCH FOUNDATION



## HOW IT SERVES INDUSTRY AND GOVERNMENT

The Ontario Research Foundation is an independent non-profit organization that conducts research and development for industry and government on a contract basis. The Foundation contributes to the industrial economy and to the general welfare by:

- Undertaking industrial research and development for companies as requested,
- Undertaking research and development for governmental agencies as requested, particularly with respect to natural resources and to defence.
- Providing and maintaining an effective and efficient applied research and development facility for the use of industry and government agencies. Funds provided by the Ontario Government are used to support the back-up research necessary for this purpose.
- Bringing to the attention of industry and governmental agencies research opportunities which promise economic or social benefits.

Situated in the Sheridan Park Research Community, 17 miles west of Toronto, and serving as the nucleus of that scientific centre, ORF provides the most modern facilities and equipment for scientific and technological investigations. Its staff of approximately 250 scientists, engineers, technicians, and service personnel has diversified academic training and industrial experience and is so organized that these specialized talents can be applied to individual research and development projects. In effect, the staff of ORF constitutes a reservoir of scientific and technical abilities from which industrial or governmental sponsors can draw at will.

Since its establishment in 1928, ORF has provided numerous companies — from the very small to the very large — with research and development services. These have ranged from short-term investigations and feasibility studies, through product and process development, to long-range fundamental scientific investigations.

All research and development projects are conducted on a confidential basis — this includes all business, technical or proprietary information revealed to ORF by clients or prospective clients. Patents resulting from research and development studies are assigned to the client.

Whatever the technical problem, or wherever the company is located, the Ontario Research Foundation may well be the answer to research and development needs. Investigations are conducted at cost, and the client benefits also from the capital savings achieved by undertaking research and development programs without expenditures for equipment or for the continuing employment of highly specialized personnel.

Enquiries about ORF services are invited and will be given prompt responsible attention.

# INDUSTRIAL CLIMATOLOGY



Human activities are constantly influenced by weather. Variations in temperature from day to day and from season to season – potential damage or delays resulting from electrical storms, rain, hail or snowstorms and in extreme cases, hurricanes, tornadoes or droughts are all part of the vicissitudes of climatic conditions that business and industry must take into consideration. In some measure they will affect the cost of planning, construction and operation of industry and are accepted as considerations in site selection.

This has given rise to a new phase of meteorology known as industrial climatology. Industrial climatology may be defined as the commercial application of weather information to the problems of business, industry, transportation and agriculture in a manner intended to optimize the operation with respect to the weather factor.

The weather information may consist of past weather records, contemporary weather data, predictions of anticipated weather conditions, or an understanding of physical processes which occur in the atmosphere. The operational problems are basically decisions regarding a course of action in which some element of the weather exerts an influence.



To use only a few examples, where weather is an influencing factor, consider such items as outdoor construction; gas, oil or electric load estimates; highway and street maintenance; transportation; flood control design; air pollution; building and plant design; atmospheric corrosion; air conditioning and heating design; humidity control; production scheduling and retail merchandising. The foregoing will indicate the effect that weather in general can have, but it is also true that the day to day (and even the hour to hour) changes can create problems for industries whose production is geared to more sophisticated and critical operating requirements.

Meteorology is a very complex study, and it is certainly not our intention to imply that such knowledge should be part of the Industrial Spokesman's regular stock in trade. It is important, however, that he understands the necessity of presenting certain basic weather information in a community analysis and that he knows where to get professional help if it is needed.

The 'basic information' should include data that can convey the average climatological conditions over the seasons, and this information should cover a span of at least ten years, so that a general picture of weather conditions can be obtained. This data should consist of: mean temperatures (maximum and minimum); mean precipitation (rainfall and snowfall); mean winds (speed and direction); hours of sunshine; history of unusual conditions (hurricanes, floods, etc.); and average humidity.

Should a prospect company require specific information respecting design temperatures, heating degree days, growing degree days, etc., the Industrial Commissioner would be well advised to seek professional help.

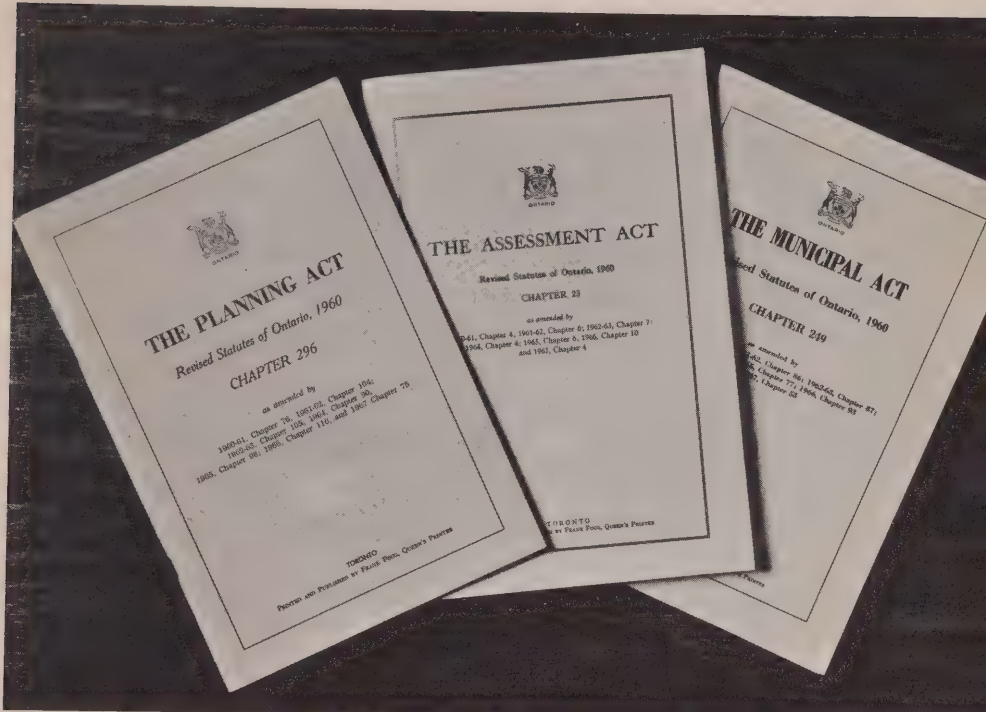
Requests for such aid should be sent to:

The Director, Meteorological Branch,  
Department of Transport,  
315 Bloor Street West,  
Toronto 5, Ontario.

Unusual requests, or demands for information requiring special study or the use of special machines usually involve some costs. In such cases, the inquirer will be notified and given an estimate before such a project is proceeded with. Routine information is provided free of charge.



# LEGISLATION AFFECTING MUNICIPAL INDUSTRIAL DEVELOPMENT



Sections of the Municipal Act listed here are those which the Industrial Commissioner is most likely to have occasion to refer to. The list is by no means complete, nor is it our intention to imply that the Municipal Act is the only Act with which the Commissioner will have to concern himself.

Most clerks of municipalities are quite familiar with Municipal legislation, and their assistance should be sought if there is any doubt about covering legislation or local by-laws. Where special problems occur, the advice of the municipal solicitor should be obtained.

## LEGISLATION

All of the following references are contained in Chapter 249, of the Municipal Act.

Section 411, Paragraphs 1, 2 and 3, cover the establishment and maintenance of a Department of Industries – appointment of a Commissioner – expenditures allowed under the Act – pooling of funds.

Section 236 – Paragraph (1) Declaration of Office.

Section 14, Paragraphs 1 to 22 (inclusive) Amalgamation and Annexation.

Section 248 (a) – Prohibits granting of bonuses to manufacturing, industrial or commercial enterprises.

Section 332 to 333 – Expropriation of lands.

Section 379 (1) – Paragraph 49 (a, b, c) – Acquiring industrial land – sales and leases – application of receipts where debt outstanding – use of land by municipality – disposal of land.

Section 410 – Entertainment of guests by Municipality.

Section 377 – Paragraph 9 – Aid for establishment of airports.

Section 377, Paragraph 14 – Grants to Regional Development Associations.

Section 377, Paragraph 34 – Aids for development of harbours.

Section 377, Paragraph 43 – Grants for improving, maintaining public wharves, docks, slips, etc.

Section 377, Paragraph 47 – Grants for erecting elevators, piers, docks, etc.

Section 379, Paragraph 92 – Use of highways or boulevards (or parts thereof) during building operations.

Section 377, Paragraph 18 – Acquiring land and erecting buildings for industrial exhibitions.

Section 379 (1) Paragraph 34 – Dangerous manufacturers.

Section 379 (1) Paragraph 111 – Noxious manufacturers.

Section 398 – Noxious manufacturers.

Section 379 (1) Paragraph 112 – Control of land use for industrial waste.

Section 379 (1) Paragraph 125 – Industrial waste disposal.

Restrictive by-laws covering planning, zoning, building, etc., and the appointment of Committees of Adjustment are implemented under authority of the Planning Act of Ontario, Chapter 296, Sections 1 to 35 (inclusive).

Where municipalities have passed any or all such by-laws, copies of these should be obtained and the Industrial Commissioner should familiarize himself thoroughly with them.

# **INDUSTRIAL DEVELOPMENT AGENCIES**

**Trade and Industry Division  
Ontario Department of Trade and Development**

**Regional Development Councils**

**Ontario Department of Municipal Affairs**

Utilities

Airlines

Boards of Trade

Railways

Banks

**Federal Department of Industry, Trade and Commerce**

**Federal Department of Regional Economic Expansion**

## **TRADE AND INDUSTRY DIVISION**

The Trade and Industry Division of the Ontario Department of Trade and Development was created to serve the economic and industrial expansion needs of the Province.

Through the Toronto office, the Division maintains close, congenial and confidential working relations with all agencies whose activities are in any way related to the field of industrial development.

These include: Municipal Industrial Commissioners; Planning Committees; Regional Development Councils; Trade Associations; Exporters Associations; Manufacturers Associations; Transportation Companies; Banks and other Financial Institutions; all Provincial Government Departments (including those of other Provinces); Federal Government Departments; and all Diplomatic and Consular offices of Foreign Governments established in Ontario. (There are approximately thirty-eight Commercial Sections of Foreign Governments located in Toronto).

The Trade and Industry Division provides its services through the following four branches.

## INDUSTRIAL DEVELOPMENT BRANCH

Responsible for expanding productive capacity and improving productivity in the Province, the Industrial Development Branch provides a number of programs and specialized services through its Plant Location, Manufacturing Arrangements and Technology sections.

Companies are assisted in preparing feasibility studies for new or expanded manufacturing facilities. Such plans may take the form of a direct investment or a joint venture arrangement with an existing company. Information and guidance are provided on such matters as marketing, distribution, labour availability and rates, sources of material, municipal data, taxation, federal and provincial incentive programs, transportation and other necessary data.

Existing Ontario industry is also helped to increase production and diversify product lines through the manufacture of new products or inventions under licensing agreements, or by carrying out sub-contract work to utilize surplus manufacturing capacity. A monthly bulletin is distributed to Ontario manufacturers listing licensing and sub-contract opportunities available from foreign and domestic companies. Licensing arrangements have been successful in not only increasing manufacturing activity in Ontario but also by introducing many advanced technologies into the Province.

In support of municipal industrial development efforts, the branch conducts educational and advisory services through periodic meetings with community representatives and through visits by the field staff on specific projects. By these means, municipalities are helped to keep fully aware of the latest trends and techniques in seeking new industry. Comprehensive information is maintained by the branch on over 500 Ontario municipalities and current listings are available on industrial buildings and sites for reference by industrial prospects and development agencies.

Technology is advancing at an ever increasing rate. To assist companies in their efforts to keep abreast of these developments, specific programs are conducted in the form of Industrial Technology Development Missions and Product Development Clinics.

The staff members of the branch have many years of responsible industrial experience and are available for consultative services. Requests for such assistance are welcomed from municipalities and manufacturing concerns.



## INTERNATIONAL BRANCH

Representatives of this branch form an important link between industrial and commercial establishments in Ontario, and the business communities in other countries. In personal contacts, counsellors inform foreign businessmen on industrial development opportunities in Ontario, and encourage them to grant manufacturing licences to Ontario industries; to participate in joint ventures with the province's manufacturers; or to establish new industries in Ontario.

In their marketing efforts, the International Branch representatives find agents and distributors for Ontario manufacturers and — through a variety of programs — generally help increase the exports of Ontario-made products.

In offices at Chicago, Los Angeles, New York and London, the activities of Ontario Trade and Industry counsellors are supported by locally recruited marketing specialists. Task force posts, in 10 other strategic locations around the world, are one-man operations staffed by Ontario-trained Industrial Development officers.

Under "Government of Ontario/Canada," these representatives can be reached at:

### AMERICAN SECTION

Suite 1302, 680 Fifth Ave.,  
New York, N.Y. 10019.  
Telephone: (212) 247-2744

Suite 705, 11 East Adams St.,  
Chicago, Illinois 60603.  
Telephone: (312) 922-2170

Suite 1001, 606 South Olive St.,  
Los Angeles, California 90014.  
Telephone: (213) 627-3531

Room 923, Fidelity Building,  
1940 East 6th Street,  
Cleveland, Ohio 44114.  
Telephone: (216) 861-7690

Suite 1834,  
230 Peachtree Street N.W.,  
Atlanta, Georgia 30303.  
Telephone: (404) 577-1883

### OVERSEAS SECTION

Ontario House,  
Charles II Street,  
London S.W.1, England.  
Telephone: 01-930-6404  
Cables: Ontarilon, London  
Telex: 09-262517

Bockenheimer Landstr. 51/53,  
6 Frankfurt, West Germany,  
Telephone: 72 80 44  
Cables: Ontarifrank, Frankfurt

Via Senato 12,  
20121 Milan, Italy,  
Telephone: 781-162  
Cables: Ontarimil, Milan

Strandvagen 7B,  
Stockholm, Sweden.  
Telephone: 61 19 00  
Cables: Ontariholm, Stockholm

755 Boylston Street,  
Boston, Massachusetts 02116.  
Telephone: (617) 261-8859.

Chamber of Commerce Building,  
Room 1256, 15 South 5th St.,  
Minneapolis/St. Paul, Min. 55402,  
Telephone: (612) 339-1800

8 Avenue de L'Oree,  
1050 Brussels, Belgium.  
Telephone: 48 34 50  
Cables:      Ontaribruss, Brussels

Gigergasse 1,  
Vienna 1030, Austria.  
Telephone: 735-782  
Cables:      Ontarivien, Vienna

Hotel New Japan,  
Room 562  
13-8, 2-chome, Nagata-cho,  
Chiyoda-ku, Tokyo 100, Japan.  
Telephone: 581-5511  
Cables:      Ontaritok, Tokyo

Initial enquiries concerning our International Branch activities and our territorial coverage should be directed

to the Section Chiefs  
    American Section  
    Overseas Section

or the Director of the International Branch

at: 950 Yonge Street, Toronto 285, Ontario  
    Telephone: (416) 365-5715      Cables: Tradin, Toronto  
    Telex: 06-219786

## MARKETING BRANCH

Export markets for Ontario producers is the main objective of the Marketing Branch.

Fifteen major programs provide means and services to Ontario manufacturers to stimulate and activate industry into the export markets of the world.

On SALES OPPORTUNITY MISSIONS groups of 8 to 10 Ontario manufacturers visit a world market area which has been researched for product requirement. The manufacturer must be prepared to quote the price of his products in terms of the currency of the area to be visited. He must also have the knowledge of his plant's productive ability to assure his prospective buyer that shipments can be made on the required product.

By TRADE MISSIONS INCOMING 4 to 6 industrialists, usually in search of capital equipment are invited to visit Ontario to meet with companies in the area of products required.

### **Ontario Products Abroad Program**

GROUP BUYERS consisting of agents and distributors selling to retail outlets, department stores, specialty stores, food chains and the many varieties of outlets for consumer goods, are invited to visit Ontario when seeking products to broaden their own domestic markets.

INDUSTRIAL BUYERS representing firms and consultants are invited to Toronto to visit Canadian Exhibitions and Shows which are staged in the Canadian National Exhibition grounds.

BUYERS from overseas who visit the U.S. in quest of products for their home market are offered information and other services to have them "detour" to this province to investigate the Ontario supply market.

Under an ONTARIO ENGINEERING SERVICES ABROAD Program investigations are made of engineering projects abroad in all types of works such as power generation, water, sewage treatment, airports, etc. to involve consultants, architects, industries and contractors with the aim of Ontario firms in these areas combining to present tenders to the complete project.

### **International Trade Exhibitions Program**

Participation is arranged in MAJOR INTERNATIONAL EXHIBITIONS abroad where the products of up to 10 Ontario companies are displayed. These exhibitions are run jointly with Sales Missions where companies exhibiting products man their individual booths.

In a MINOR trade fair program the exhibits of 4 to 6 companies are displayed in International Fairs with the booth manned by Department personnel.

In the case of SOLO exhibitions offices of the Ontario government abroad arrange individual shows in cities in their area. Cooperation with foreign agents and distributors of Ontario firms is recruited.

In cooperation with the Ontario Department of Education two day introductory EXPORT FORUMS on export procedures are organized in eight Ontario centres each year. An advanced course on exporting covering a three day period is also available in four Ontario locations per year.

EEDEE Design and award competitions are supported to encourage EXCELLENCE IN DESIGN of Ontario manufactured products. The organization of these projects has been rewarding as the industries,

garment and furniture, are producing advanced styling in their respective fields and foreign buyers now recognize Ontario manufacturers as creators in design and now purchase in greater volume.

Realizing the necessity of having stocks readily available in various marketing areas to obtain a greater share of the potential market a STOCK ABROAD PLAN has been developed to investigate warehouse accommodations, freight rates, insurance and handling of merchandise from the warehouse to the retailers and industry.

Many manufacturers find that transportation costs and duties make it difficult to sell products, which are made in Ontario, abroad. To participate in world trade it is suggested that the establishment of a BRANCH PLANT OR LICENSE ARRANGEMENT ABROAD will earn revenue for research and the development of new products at home.

MARKETING OPPORTUNITY BULLETINS are published each month to list the interest of foreign buyers seeking Canadian sources of supply for consumer goods, industrial equipment and components.

Industrial Development Officers can be contacted for MARKETING CONSULTATIONS at the company plant or at the Toronto offices.

Specialists in food and timber products from the Ontario Departments of Lands and Forests and Agriculture are located in the Marketing Branch to provide consultations and services involving their respective areas for participation in all of the programs of the branch.

## **RESEARCH BRANCH**

The Research Branch acts primarily as a service to the principal operating functions of the Trade and Industry Division, but may undertake short-term research for manufacturers upon request.

The Branch's INDUSTRIAL RESEARCH SECTION supplies marketing information for companies wishing to establish a new plant in Ontario or expanding their present facilities and product lines. Longer term studies are undertaken in order to review and examine the structure and trends of detailed industry groups so that areas of new and expanded production opportunities may be determined in the province. The Section is also responsible for the maintenance and development of up-to-date data on all secondary manufacturers in Ontario.

The Branch's FOREIGN MARKET DEVELOPMENT SECTION prepares studies on the major trading countries of the world and provides a product-by-product analysis of potential exports from Ontario. Various studies on international marketing activities and the availability of



capital for Ontario development are also undertaken. In addition, this Section prepares the Department's annual publication "Statistics for Profit" and two other publications "Ontario Exports by Commodities" and "Ontario Exports by Countries".

The SPECIAL ECONOMIC STUDIES SECTION is responsible for an overall economic review of the major manufacturing industries of Ontario, their relative importance to the economy, growth trends and significant Research and Development, productivity, and tariff issues relating to each industry.

## REGIONAL DEVELOPMENT COUNCILS

In carrying out a program of industrial promotion and development, the local industrial spokesman should not overlook the assistance available through the Development council of his region. There are ten economic regions in Ontario, each with a Regional Development Council.

Each Council has a broad program of promotion designed to stimulate the development and growth of all phases of economic potential in the region. Because of this, the local industrial spokesman has at his disposal a local source of regional statistical data and other pertinent information which will be useful to him in his own program of industrial development.

In addition to maintaining information about the region as a whole, the Regional Councils in most cases carry out extensive advertising campaigns with a view to encouraging new industries to establish operations in the region. In many cases, Regional Council staff members visit industrial centres in Canada and the United States to call on specific industries who have shown an interest in locating a new plant. As a result of these activities, the Regional Development Council General Manager can be another source of prospects for the local industrial spokesman.

Each Regional Council in carrying out the industrial promotion phase of its program works closely with the Trade and Industry Division of the Ontario Department of Trade and Development, along with the Federal Department of Industry, Trade and Commerce and the many other development agencies such as the Chartered Banks, the Railways and Utility Companies.

The various programs conducted by the ten Regional Development Councils are co-ordinated through the Regional Development Branch of the Ontario Department of Treasury and Economics. In so doing, this

Branch provides a direct liaison between the Regional Councils and all government departments which can contribute to, or participate in each Council's program of regional promotion and development.

Complete information covering the activities of the Regional Development Council in each region can be secured by contacting the respective General Manager. The location of each Council office is as follows:

The Manager

Eastern Ontario Regional Development Council

The Scrivens Building

270 MacLarens Street

OTTAWA 4, Ontario

The Manager

Northwestern Ontario Regional Development Council

Room 201, News Chronicle Building

THUNDER BAY, Ontario

The Manager

Georgian Bay Regional Development Council

311 King Street North

MIDLAND, Ontario

The Manager

Lake Ontario Regional Development Council

Clapper Building

263-1/2 George Street

PETERBOROUGH, Ontario

The Manager

Northeastern Ontario Regional Development Council

280 Fraser Street, Box 836,

NORTH BAY, Ontario

The Manager

Midwestern Ontario Regional Development Council

1 Ontario Street, P.O. Box 608,

STRATFORD, Ontario

The Manager

Niagara Regional Development Council

22 Livingston Avenue

GRIMSBY, Ontario

The Manager

Lake Erie Regional Development Council

591 Wellington Road, Suite 100

LONDON, Ontario

# ECONOMIC REGIONS OF ONTARIO



Department of Treasury and Economics

The Manager  
St. Clair Regional Development Council  
382 Wellington Street West  
CHATHAM, Ontario

The Manager  
Central Ontario Regional Development Council  
15 Yonge Street North  
RICHMOND HILL, Ontario

## **BUSINESS DEVELOPMENT DEPARTMENTS OF BANKS IN ONTARIO AND ABROAD**

### **ROYAL BANK OF CANADA**

*Enquiries should be addressed to:*

The Manager,  
Commercial and Industrial  
Development Department,  
Royal Bank of Canada,  
20 King Street West,  
Toronto, Ontario.

This bank also has agents or representatives in New York, Chicago, Dallas, Los Angeles; London, England; Hong Kong; Paris, France; Havana, Cuba; Frankfurt, West Germany; Brussels, Belgium; Beirut, Lebanon; Port of Spain, Trinidad; Tokyo, Japan.

### **THE BANK OF MONTREAL**

*Enquiries should be addressed to:*

The Superintendent,  
Commercial Services Department,  
Suite 400,  
50 King Street West,  
Toronto, Ontario.

This bank has agents or representatives in New York City, Chicago, San Francisco, Los Angeles, Houston, Sacramento, Mexico City; London, England; Paris, France; Tokyo, Japan; and Dusseldorf, West Germany; Milan, Italy; Hong Kong.



## THE TORONTO-DOMINION BANK

*Enquiries should be addressed to:*

The Superintendent,  
Business Development,  
Toronto-Dominion Bank,  
P.O. Box 1,  
Toronto-Dominion Centre,  
Toronto, Ontario.

This bank has agents or representatives in New York, Houston, Chicago, Los Angeles, London, England; and Hong Kong.

## THE CANADIAN IMPERIAL BANK OF COMMERCE

*Enquiries should be addressed to:*

The Superintendent,  
Industrial Development Department,  
Canadian Imperial Bank of Commerce,  
25 King Street West,  
Toronto, Ontario.

This bank has agents or representatives in New York, Chicago, Dallas, Los Angeles, San Francisco, Portland, Seattle, London, England; Zurich, Switzerland; Frankfurt, West Germany and Hong Kong.

## THE BANK OF NOVA SCOTIA

*Enquiries should be addressed to:*

Assistant General Manager,  
Business Development International,  
The Bank of Nova Scotia,  
44 King Street West,  
Toronto, Ontario.

This bank has agents or representatives in New York, Chicago, Houston, Los Angeles; London, England; Munich, Germany; Rotterdam, The Netherlands; Tokyo, Japan; Buenos Aires, Argentina; Beirut, Lebanon; Mexico City; Dublin and Belfast, Ireland; Edinburgh and Glasgow, Scotland; Athens, Greece; and Brussels, Belgium.

## THE MERCANTILE BANK OF CANADA

*Enquiries should be addressed to:*

Business Research Officer,  
The Mercantile Bank of Canada,  
120 Adelaide St. W.,  
Toronto, Ontario.

This bank is affiliated with the First National City Bank of New York and, as a result, can also offer the services of this world-wide network to its Canadian clients.

## THE PROVINCIAL BANK OF CANADA

*Enquiries should be addressed to:*

Supervisor of Business Development,  
The Provincial Bank of Canada,  
221 St. James Street West,  
Montreal, Quebec.

## BANQUE CANADIENNE NATIONALE

*Enquiries should be addressed to:*

The Business Development Department,  
Banque Canadienne Nationale,  
Place d'Armes,  
Montreal, Quebec.

This Bank also has industrial representation through their branch in Paris, France.

## THE INDUSTRIAL DEVELOPMENT BANK

Maintains offices from coast to coast. In Ontario — the counties of Frontenac and Renfrew and all counties eastward are serviced from the Ottawa office.

*Enquiries should be addressed to:*

Industrial Development Bank,  
238 Sparks St.,  
Ottawa, Ontario.

Southern and Central Ontario, including the counties of Bruce, Dufferin, Durham, Grey, Haliburton, Hastings, Lennox and Addington, Northumberland, Ontario, Peel, Peterborough, Prince Edward, Simcoe, Victoria and York; and the district of Muskoka.

*Enquiries should be addressed to:*

Industrial Development Bank,  
250 University Avenue,  
Toronto, Ontario

Hamilton, Niagara Peninsula area, which includes the counties of Brant, Haldimand, Halton, Lincoln, Welland and Wentworth are serviced from Hamilton.

*Enquiries should be addressed to:*

Industrial Development Bank,  
20 Hughson St. S.,  
Hamilton, Ontario.

Kitchener-Waterloo area which includes counties of Huron, Perth, Waterloo and Wellington are serviced from Waterloo.

*Enquiries should be addressed to:*

Industrial Development Bank,  
Waterloo Square Building,  
Waterloo, Ontario.

Southwestern Ontario which includes the counties of Elgin, Lambton, Middlesex, Norfolk and Oxford are serviced from London.

*Enquiries should be addressed to:*

The Industrial Development Bank,  
291 Dundas Street,  
London, Ontario.

Northeastern Ontario which includes the districts of Algoma, Cochrane, Manitoulin, Nipissing, Parry Sound, Sudbury and Temiskaming is serviced from Sudbury.

*Enquiries should be addressed to:*

Industrial Development Bank,  
96 Larch Street East,  
Sudbury, Ontario.

Northwestern Ontario area which includes the districts of Kenora, Patricia, Rainy River and Thunder Bay, is serviced from Thunder Bay.

*Enquiries should be addressed to:*

Industrial Development Bank,  
106 Centennial Square,  
Thunder Bay, Ontario.

Windsor area serving the counties of Essex and Kent has recently been opened.

*Enquiries should be addressed to:*

Industrial Development Bank,  
267 Pelissier Street,  
Windsor, Ontario.

## THE BANK OF TOKYO

Maintains a special liaison office in Ontario.

*Enquiries should be addressed to:*

The Manager,  
Bank of Tokyo Liaison Office,  
4 King Street West,  
Toronto 1, Ontario.

## BUSINESS AND INDUSTRIAL DEVELOPMENT DEPARTMENTS OF RAILWAYS

### CANADIAN NATIONAL RAILWAYS

#### 1. GREAT LAKES REGION

Manager, Industrial Development Department,  
Canadian National Railways,  
Union Station,  
Toronto, Ontario.

(a) Toronto Area —  
Industrial Agent,  
C.N.R.,  
20 York Street,  
Toronto, Ontario.

(b) Southwestern Ontario Area —  
Industrial Agent,  
C.N.R.,  
197, York St.,  
London, Ontario.

(c) Northern Ontario Area —  
Industrial Agent,  
C.N.R.,  
Union Station,  
Toronto, Ontario.

#### 2. ST. LAWRENCE REGION

Manager, Industrial Development Department,  
C.N.R.,  
Central Station,  
Montreal, Quebec.

(a) Montreal Area —  
Industrial Agent,  
C.N.R.,  
Central Station,  
Montreal, Quebec.



(b) Quebec Area —  
Industrial Agent,  
C.N.R.,  
Champlain Market,  
Quebec City, Quebec.

(c) Rideau Area —  
Industrial Agent,  
C.N.R.,  
Belleville, Ontario.

(d) Champlain Area —  
Industrial Agent,  
C.N.R.,  
Central Station,  
Montreal, Quebec.

3. PRAIRIE REGION (Long Lac, Ontario, to West Coast)  
Manager, Industrial Development Department,  
Room 225, Canadian National Station,  
Winnipeg, Manitoba.

## ONTARIO NORTHLAND RAILWAY

*Enquiries should be directed to:*

Manager, Sales and Development,  
Ontario Northland Railway,  
North Bay, Ontario.

The Ontario Northland Railway also maintains an Information Office in Toronto at 801 Bay Street.

## CANADIAN PACIFIC RAILWAY

*Department of Industrial and Agricultural Development*

### SYSTEM

Manager,  
Department of Industrial and  
Agricultural Development,  
Canadian Pacific Railway Company,  
Room 703,  
Windsor Station,  
Montreal, Quebec.

## ATLANTIC REGION

Superintendent,  
Department of Industrial and  
Agricultural Development,  
Canadian Pacific Railway Company,  
Room 703,  
Windsor Station,  
Montreal, Quebec.

## EASTERN REGION

Assistant Manager,  
Department of Industrial and  
Agricultural Development,  
Canadian Pacific Railway Company,  
Room 809,  
C.P.R. Building,  
King & Yonge Streets,  
Toronto, Ontario.

## PRAIRIE REGION

Assistant Manager,  
Department of Industrial and  
Agricultural Development,  
Canadian Pacific Railway Company,  
Room 305,  
C.P.R. Building,  
150 Henry Avenue,  
Winnipeg, Manitoba.

Superintendent,  
Department of Industrial and  
Agricultural Development,  
Canadian Pacific Railway Company,  
C.P.R. Station,  
Vancouver, B.C.

## PACIFIC REGION

Assistant Manager,  
Department of Industrial and  
Agricultural Development,  
Canadian Pacific Railway Company,  
C.P.R. Station,  
Vancouver, B.C.

Superintendent,  
Department of Industrial and  
Agricultural Development,  
Canadian Pacific Railway Company,  
202 – 10th Avenue, S.E.,  
Calgary, Alberta.

#### THE ALGOMA CENTRAL AND HUDSON BAY RAILWAY COMPANY

*Industrial queries should be addressed to:*

Superintendent, Lands and Forests Department,  
Algoma Central and Hudson Bay Railway Company,  
Sault Ste. Marie, Ontario.

#### TORONTO, HAMILTON AND BUFFALO RAILWAY COMPANY

*Industrial queries should be addressed to:*

The Traffic Manager,  
Toronto, Hamilton and Buffalo  
Railway Company,  
Hunter Street,  
Hamilton, Ontario.

#### NEW YORK CENTRAL SYSTEM

*Industrial queries should be addressed to:*

The Manager,  
Industrial Development,  
New York Central System,  
M.C.R.R. Terminal,  
Detroit, Michigan.

#### CHESAPEAKE AND OHIO RAILWAY COMPANY

*Industrial queries should be addressed to:*

The Industrial Commissioner,  
Chesapeake and Ohio Railway Company,  
General Motors Building,  
Detroit, Michigan.

## NATURAL GAS COMPANIES

### CONSUMER'S GAS COMPANY

*Enquiries should be addressed to:*

Manager,  
Industrial Development Department,  
Consumer's Gas Company Limited,  
500 Consumers Road,  
Willowdale, Ontario.

### UNION GAS COMPANY OF CANADA, LIMITED

*Enquiries should be addressed to:*

Industrial Development Manager,  
Union Gas Company of Canada, Limited,  
50 Keil Drive N.,  
Chatham, Ontario.

### NORTHERN & CENTRAL GAS CORPORATION LTD.

*Enquiries should be addressed to:*

Manager,  
Industrial Development,  
4600 Toronto-Dominion Centre,  
Toronto, Ontario.

OR P.O. Box 3040  
North Bay, Ontario.

### LAKELAND NATURAL GAS LIMITED

*Enquiries should be addressed to:*

Lakeland Natural Gas Limited,  
P.O. Box 1087,  
Gardiners Road,  
Kingston, Ontario.

## OTHER SOURCES OF INFORMATION

The following organizations and departments are also valuable sources of information for the Industrial Commissioner.

The Canadian Chamber of Commerce,  
21 Dundas Square,  
Toronto 1, Ontario.



The Ontario Chamber of Commerce,  
21 Dundas Square,  
Toronto 1, Ontario.

Dun & Bradstreet of Canada, Limited,  
84 Carlton Street,  
Toronto, Ontario.

Better Business Bureau,  
85 Richmond Street West,  
Toronto, Ontario.

The Workmen's Compensation Board,  
90 Harbour Street,  
Toronto, Ontario.

Companies Branch,  
Department of Financial  
and Commercial Affairs,  
555 Yonge St.,  
Toronto, Ontario.

Ontario Water Resources Commission,  
801 Bay Street,  
Toronto, Ontario.

For information with respect to hours of work and vacations with pay; industrial standards; female employees' fair remuneration; fair employment practices, the Labour Relations Act — enquiries should be addressed to:

The Ontario Department of Labour,  
Department of Labour Building,  
8 York Street,  
Toronto, Ontario.

For information with respect to the Federal-Provincial Training Program for unemployed persons, enquiries should be addressed to:

The Assistant Superintendent of  
Secondary Education,  
Department of Education,  
Parliament Buildings,  
Toronto 2, Ontario.

## INTERNATIONAL TRADE



There is no doubt that the Industrial Commissioner of a municipality must concern himself, in the proper administration of his responsibilities, with innumerable economic aspects of a purely local or regional nature. However, in order that the Commissioner can see his task in its proper perspective, he must be aware of and appreciate many other varied matters in the fields of national and international economics and business.

Two of the many aspects that stand out as being of particular interest to the Industrial Commissioner are the general pattern of world trade, and the impact of anti-combine laws on trade in general and export trade in particular.

It is clear that over the past several years the nations of the world have been moving towards free international trade; and for the most part, this has been accomplished through the development of international economic blocs.

The European Common Market has united six of the countries of Western Europe into a single economic area within which there is intended the eventual elimination of all tariffs. While the Common Market has only six full members, there is provision for the admittance of associate members; and several countries have already applied for associate membership.

Those countries of Europe who were either not invited to join the Common Market, or who chose voluntarily not to join, have united together to form the European Free Trade Association. The Association plans, over several years, to eliminate all tariffs between the member states on a wide range of commodities.

This type of economic integration will likely spread beyond Europe in the future. It is entirely probable that as the less-developed nations of the world acquire a greater degree of economic sophistication, they will also tend to join together to form their own economic associations. In the next several years, we can expect to see the European experiment adopted by the nations of Latin America, Africa, the Near East, and South East Asia.

All of the ramifications of this new pattern in international trade will not be known for several years, but a general understanding of what can be expected is possible. Each nation that becomes a member of a "free trade association" will be gaining access to an economic market many times its own size. By the same token, each will become a readily accessible market for the products of the rest of the members of the association. The obvious effect of this will be a greater degree of economic specialization within each nation, and an increased awareness of the opportunities and benefits to be gained in the field of international trade.

Those firms in each country that are able to compete successfully in the larger market will also be able to compete successfully outside of the market. It is a general rule, although not without exception, that those manufacturers who compete and sell in a very large domestic market usually acquire the "know how" and "economies of large scale production" that enable them to compete strongly in the international market. It follows then that as these large economic blocs develop and as more firms across the world gain free access to large market areas, it can be expected that more and more firms will become capable of entering into the field of international trade.

Two centuries ago, the small amount of international trade that existed was carried on in its most commonly understood form. That is, the products were manufactured by a firm in its home country, and then were shipped abroad to the many nations of the world. One century ago, during an era of pronounced economic nationalism and high tariff protection, many of the firms engaged in international trade developed the concept of the "international corporation" to circumvent the problem posed by tariff walls and import quotas. Instead of exporting their products, they exported their capital and established subsidiary cor-

porations abroad; and thereby they evaded the tariff, and at the same time took advantage of that tariff to protect their new subsidiaries from further import competition.

While high tariffs were the major reason for the trend towards the formation of international corporations in the past years, the converse appears to be the case today.

The more recent trend towards freer international trade has increased the number of firms capable of competing on an international scale; and the increasing competition in the international market is forcing those firms to service each of their foreign markets with the greatest possible efficiency and at the lowest possible cost.

In many cases this can best be accomplished by establishing a manufacturing subsidiary right in the market itself. In this fashion the firm can avoid any tariffs that do exist; can eliminate costs formerly incurred in the long distance transportation of products; may gain the benefit of the lower production costs in the foreign market; and may increase its competitive position by increasing its goodwill (a benefit conferred upon the company by those consumers who strive to "buy Canadian").

If the Industrial Commissioner makes himself aware of, and appreciates this pattern of international economic development, he can put his knowledge to work to serve the ends of his own task. In essence, the Industrial Commissioner is a salesman. His product is the community he represents and the services it can offer. His prospective customers are those industrial firms that are in search of a suitable site to locate their operations. Every Industrial Commissioner will realize that in order to do a proper selling job he will require a perfect working knowledge of his community and all of the services it can provide.

It is equally important that he make every effort to know who his prospective customers are likely to be. This is where his knowledge of the general pattern of international trade will be valuable. If a commissioner has studied the nature of Canada's exports and imports, and if he knows the market areas in Canada that absorb Canada's imports, and if he knows the industries of the world that are supplying Canada's imports, then he should be able to assess, with a reasonable degree of certainty, which industries from which countries are most likely to be interested in locating their operations in his municipality.

## **THE COMBINES INVESTIGATION ACT**

The Combines Investigation Act of Canada prohibits any conspiracy, combination, agreement or arrangement whereby competition in Cana-



da is unduly lessened in the production, transportation, supplying, purchase or sale of any article.

Generally, competition is considered to be unduly lessened when the membership of the combination or conspiracy is so wide that no effective competitor or group of competitors is left outside the conspiracy or combination. However, the Act applies only in those circumstances where the competition is unduly lessened in Canada; and the Act expressly exempts any conspiracy or combination that relates only to the export of articles from Canada. Under the Act, therefore, Canadian manufacturers can combine for the purpose of exporting goods as long as competition is not unduly lessened in Canada, and as long as the combination does not restrict the volume of Canada's exports or injure the export business of any domestic competitor who is not a party to the combination.

It is generally understood that the purpose of an export group is to achieve savings for the members of the group in the area of export promotion, and to give the members the benefits of collective strength in their battle for world markets against the many existing foreign cartels. However, as the federal Minister of Justice pointed out, while the Combines Investigation Act does concern itself with the welfare of Canadian industry in the export field, it still remains the primary concern of the Act to protect the interests of the Canadian consumer at home.

Many experts consider that the amendment to the Act that permits businessmen to combine for the purpose of exporting goods from Canada is hedged about with so many qualifications as to make it virtually useless for that purpose. The Courts of Canada have not yet dealt with this point one way or the other.

The Director of Investigation and Research under the Act has taken the following position; an industry producing for the domestic market, in allocating some of its resources to foreign markets, might well create some incidental effect on the domestic market. Where some effect is inevitable as a result of a bona fide attempt to devote more resources to export, it appears that Parliament must be taken to have had this in mind. Therefore, it is likely that the Canadian Courts will allow some latitude in incidental effects on the domestic market in order to give the subsection of the Act a meaningful application. The Director, in administering the Act, intends to take the position that Parliament has permitted all export agreements or arrangements except those that are designed to or have the effect of limiting competition *significantly* in the domestic market, or to accomplish a group boycott of Canadian

exporters outside the association, or agreement, or to limit supplies of Canadian goods in world Markets.

## CONCLUSIONS

The foregoing should illustrate that there are many factors with which the Industrial Commissioner must concern himself, but over which he has no control. It is particularly important then, that the Commissioner extend his greatest efforts towards mastering those factors over which he can exercise some control.

The Industrial Commissioner can expect some aid in his task from a number of departments and agencies of the Federal and Provincial governments; however, it would be very unwise for a Commissioner to rely on their efforts alone for his industrial promotion program. The Federal Government must necessarily concern itself with the interest of *all* of the municipalities in Canada. The Ontario Government, in matters of industrial development, must necessarily consider the interest of *all* of the municipalities in the province. It follows then, that only a municipal government and its Industrial Commissioner can represent the interests of their municipality *exclusively*.

The municipality that seeks out its prospects, and actively and aggressively sells itself, will be successful. The municipality that waits to be sought out for the purposes of industrial development will experience constant disappointment.

# BIBLIOGRAPHY AND GENERAL INFORMATION

## BIBLIOGRAPHY

The following list contains the names of some of the better known directories, reference books and business publications which the Industrial Commissioner may find useful. The list is by no means complete since it does not include the many state directories published in the United States, nor does it include the many directories published by foreign countries.

We do not suggest that all of these books should be a part of the Industrial Commissioner's library, since this would be a costly and unnecessary investment involving a considerable amount of duplication. We do suggest that the Industrial Commissioner should be aware of their existence.

Many of them may be found in public libraries; most of them are available through the Department of Trade and Development Library in Toronto. The Department does not "lend" its books but Commissioners are invited to make full use of the library facilities when in Toronto.

## DIRECTORIES

### 1. FRASER'S CANADIAN TRADE DIRECTORY

Published annually by:

Fraser's Trade Directories Ltd.,  
6833 De L'Epee Ave.,  
Montreal 15, Quebec.

Lists 12,500 Canadian manufacturers, alphabetically and by product. Includes extensive listings of wholesalers, distributors and agents, trade names, product classification and foreign firms which have agents or distributors in Canada.

### 2. SCOTT'S ONTARIO INDUSTRIAL DIRECTORY SCOTT'S QUEBEC INDUSTRIAL DIRECTORY

Published every two years by:

Penstock Publications Limited,  
75 Thomas St.,  
Oakville, Ontario.

Lists Manufacturers alphabetically by name, community and product. In the community listing, such details as addresses, telephone numbers, names and titles of executives, products manufactured and number of employees are given for each company. In addition, a section is included listing organizations devoted to industrial development in the Province.

Directory price includes up-dating services.

### 3. DUN & BRADSTREET'S MILLION DOLLAR DIRECTORY

Dun & Bradstreet of Canada Ltd.,  
84 Carlton Street,  
Toronto, Ontario.

This book is revised annually and is available on a lease basis only. Price includes annual revision. It lists 23,000 firms in the U.S.A. with an indicated worth of a million dollars or over.

The book is divided into four sections:

- I Businesses alphabetically.
- II Businesses geographically.
- III Businesses by product classification.
- IV Top Management.

Appendix — New listings and directors.

### 4. CANADIAN TRADE INDEX

Published by:

The Canadian Manufacturers' Association,  
67 Yonge Street,  
Toronto, Ontario.

This index lists over 11,000 Canadian manufacturers alphabetically and by product, with an indication of firms which are interested or engaged in the export trade. Alphabetical list gives addresses of branch offices, factories, export representatives, brand names, trademarks, etc.

Book also contains special sections on exports, products, and industrial and service advertisements.

### 5. PARKHILL'S DIRECTORY OF MANUFACTURERS

Published by:

Parkhill,  
89 Orchardview Blvd.,  
Toronto 12, Ontario.



Contains alphabetical listing of names of manufacturers in the Metropolitan Toronto area. Also lists chief executives and their addresses as well as products manufactured.

## 6. THOMAS'S REGISTRY OF AMERICAN MANUFACTURERS

Published by:

Thomas Publishing Company,  
461-8th Avenue,  
New York, N.Y.

This directory lists alphabetically all products known to be made in the United States. Under each product manufacturers are listed alphabetically and the company addresses and total assets are given. In addition, alphabetical listing of all manufacturers in the United States is included showing products manufactured, home addresses, branch plants, subsidiaries and total assets. Directory consists of four volumes and an index volume.

## 7. POOR'S REGISTER OF CORPORATIONS, DIRECTORS AND EXECUTIVES

Available on a subscription basis which includes monthly supplements.

Directory contains an alphabetical listing of all Corporations in the United States and Canada, with their Directors and Chief Executives.

A cross reference shows all of the companies with which the Directors and/or executives are associated.

## 8. KEMP'S DIRECTORY

Published by:

Kemp's Directory Limited,  
Kemp Road,  
London W.C.1., England.

All companies in the United Kingdom are listed alphabetically by product. Listing is divided into two main sections:

(a) Those companies located in London.

(b) Those companies located outside London.

Other information contained in the directory includes data on Boards of Trade, Chambers of Commerce, exporting, etc.

## 9. KELLY'S DIRECTORY OF MERCHANTS, MANUFACTURERS AND SHIPPERS

Published by:

Kelly's Directory Limited,  
2 Arundel Street,  
Strand, London, W.C.2., England.

Contains extensive listing of merchants, manufacturers and shippers, alphabetically by name and by product, for England, Scotland and Wales, excluding London; for London; Northern Ireland; the Republic of Ireland; Commonwealth overseas and many other countries.

## 10. SELL'S BRITISH EXPORTERS REGISTER AND NATIONAL DIRECTORY

Published by:

Business Dictionaries Limited,  
St. Dunstan's House,  
133-137 Fetter Lane,  
Fleet Street,  
London E.C.4., England.

All firms in Great Britain and Ireland engaged in export and import are listed alphabetically by name and by product in this directory.

## REFERENCE BOOKS

### 1. DUN & BRADSTREET REFERENCE BOOK

Published by:

Dun & Bradstreet of Canada Ltd.,  
84 Carlton Street,  
Toronto, Ontario.

Available only to subscribers who contract with Dun & Bradstreet to receive certain credit reports as well as this book. For subscription rates and other information contact Dun & Bradstreet.

This book lists all companies in Ontario by community; gives data on credit rating; business line and function; date of establishment.

### 2. CANADIAN DIRECTORY OF DIRECTORS

Published by:

The Financial Post,

481 University Avenue,  
Toronto 2, Ontario.

Lists alphabetically key Canadian directors and executives resident in Canada, giving their directorships, official positions, business and home addresses. Also lists Canadian companies by name alphabetically with the names and positions of their executive officers and directors.

### 3. CANADIAN ALMANAC AND DIRECTORY

Published annually by:

The Copp Clark Publishing Company Ltd.

Distributed by:

Richard DeBoo Limited,  
137 Wellington Street West,  
Toronto, Ontario.

This Canada-wide directory provides a good source of information on Canada, Canadians and Canadian affairs. It contains over 50,000 indexed listings of Government officials, Post Offices, Judges and Court Officials, Chartered Banks and their branches, Trust and Loan Companies, newspapers and periodicals, Radio and T.V. Stations, educational institutions, libraries, associations and societies, etc.

### 4. CANADA YEAR-BOOK

Published annually by:

The Dominion Bureau of Statistics,  
Ottawa, Ontario.

Contains detailed statistical information on every phase of Canadian development. Includes statistics on publishing, labour, agriculture, forestry, mining, manufacturing, construction, domestic and foreign trade, national accounts, education, transportation, etc.

Miscellaneous data and a directory of sources of official information are also included.

Available from the Queen's Printer in Ottawa.

### 5. WORLD ALMANAC AND BOOK OF FACTS

Published annually by:

New York World Telegram,  
125 Barclay Street,  
New York 15, N.Y.

Available at most newsstands.

Contains a wealth of information from many countries around the world with emphasis on U.S.A., Britain and Canada.

## 6. MCGOLDRICK'S CANADIAN CUSTOMS AND EXCISE TARIFFS

Published by:

McMullin Publishers Limited,  
417 St. Peter Street,  
Montreal, Quebec.

Provides a basic guide to rates and customs tariff and excise duties on goods imported into Canada. Three sets of rates are included:

- (a) British preference
- (b) Most favoured nation
- (c) General

for all goods which are listed alphabetically in one section and numerically by tariff class in the other.

General information on customs tariffs is provided as well as definitions and interpretations of the Customs Act.

This book does not attempt to provide official rates of duty and should be used only as a guide. Exact rates should be obtained from Customs officials.

## 7. DOMINION BUREAU OF STATISTICS HANDBOOK

Published by:

The Dominion Bureau of Statistics,  
Ottawa, Ontario.

Available from the Queen's Printer, Ottawa, Ontario.

Lists all current publications of Dominion Bureau of Statistics numerically by catalogue number.

Brief descriptive notes are included for each publication, as well as the approximate number of pages and the cost of the publication.

Alphabetical subject index facilitates finding information on specific subjects or communities.

## 8. DIRECTORY AND GUIDE TO SERVICES OF ONTARIO GOVERNMENT

Published annually by:



Department of Tourism and Information.

Available from:

Ontario Government Book Store,  
880 Bay Street,  
Toronto, Ontario.

Contains detailed information of all Provincial Government departments, including names and business telephone numbers of all senior personnel. Also contains alphabetical list of names and addresses of all members of Ontario Legislative Assembly. Constituencies are listed alphabetically with the names of the corresponding member.

A brief summary of the function and operation of each department is included, as well as details of the various committees and commissions.

From the historical point of view, the book reviews in capsule form major events in the history of the Province and also lists cabinet and departmental changes.

A special section lists all of the publications printed by the various Government departments and a list of films available through the Department of Tourism and Information.

## **BUSINESS AND TRADE PUBLICATIONS**

### **1. CANADIAN ADVERTISING**

Published every two months by:

MacLean-Hunter Publishing Company Ltd.,  
481 University Avenue,  
Toronto 2, Ontario.

Contains complete data on all Canadian newspapers, magazines, directories, trade publications, radio and television stations and advertising services. Information includes publication dates, deadlines, copy requirements, subscription and advertising rates, etc.

— a very handy and inexpensive reference for the Industrial Commissioner.

## 2. SURVEY OF INDUSTRIALS

Published annually by:

The Financial Post,  
481 University Avenue,  
Toronto, Ontario.

Contains detailed reviews of most of Canada's publicly owned industrial, financial and merchandising companies. In these reviews is data on earnings, assets, liabilities and dividend payments, as well as officers and directors, capitalization and other corporate details. An eight-year record of stock market prices is also included.

## 3. SURVEY OF MARKETS AND BUSINESS YEARBOOK

Published annually by:

The Financial Post,  
481 University Avenue,  
Toronto, Ontario.

Provides the newest facts of Canada's provinces, cities and towns, plus special reviews of the major economic and business indicators of the nation. It is available as a guide to buying power by market area.

Also contained in this survey is data on foreign trade; national income; employment and wages and statistics on various industries.

## 4. SURVEY OF MINES

Published by:

The Financial Post,  
481 University Avenue,  
Toronto, Ontario.

A complete review of Canadian mining activities in each of the provinces. Contains company analysis, price ranges, production tables, maps, holdings, development plans, financial structure, capitalization, directors, and executives, etc. — also lists price range on Canadian mining stocks over an eight year period, dividends paid by Canada's metal mines, principal milling plants in Canada and a list of defunct mining companies.

## 5. SALES MANAGEMENT AND SURVEY OF BUYING POWER

Published annually by:

Sales Management,  
630-3rd Avenue,  
New York, N.Y.,  
U.S.A.

Contains detailed statistics for the United States by state, county, city and metropolitan area, population, income, retail sales, income breakdown, sales, advertising, etc.

The Annual Review carries similar information on Canada broken down by province, counties, cities and metropolitan areas.

## 6. THE NATIONAL LIST OF ADVERTISERS

Published annually by:

MacLean-Hunter Publishing Company Ltd.,  
481 University Avenue,  
Toronto 2, Ontario.

Contains alphabetical list of major Canadian advertisers, their company executives, products made, agencies handling the account, etc.; also contains alphabetical list of brand names and an alphabetical list of advertising agencies.

## 7. CIVIC ADMINISTRATION

Published monthly by:

MacLean-Hunter Publishing Company Ltd.,  
481 University Avenue,  
Toronto 2, Ontario.

Contains up-to-the-minute news on municipal affairs across Canada. Also features articles on methods used by various municipalities in dealing with local problems, debenture purchases and capital expenditures, as well as a section devoted to new equipment and supplies.

## 8. MUNICIPAL WORLD

Published by:

The Municipal World Limited,  
348 Talbot Street,  
St. Thomas, Ontario.

Has some circulation outside Ontario but deals primarily with affairs of Ontario municipalities. Provides detailed coverage of all major matters affecting municipal administration. Covers all important municipal conferences and frequently reports speeches in full.

A feature of the magazine is a section devoted to answering questions submitted by municipalities with respect to items covered by the Municipal Act. Also lists calendar of municipal conventions, meetings, etc.

## 9. THE FINANCIAL POST

Published weekly by:

MacLean-Hunter Publishing Company Ltd.,  
481 University Avenue,  
Toronto 2, Ontario.

Up-to-the-minute coverage of business and finance in Canada. Reports are frequently accompanied by interpretive articles, graphs, etc. Paper also carries a feature section usually devoted to a particular segment of Canadian industry but sometimes featuring a particular city, province, or the market potential of a foreign country. Carries detailed stock market reports, lists all new Canadian manufacturing plants and details of products available for Canadian manufacture.

## 10. FINANCIAL TIMES

Published by:

Financial Times of Canada,  
88 University Ave.,  
Toronto, Ontario.

Published weekly, provides up-to-date coverage on business, finance and labour trends in Canada plus a feature section devoted to a particular section of Canadian industry.

## 11. FINANCIAL SECTION OF DAILY NEWSPAPERS

Most daily newspapers, particularly the larger ones, carry a daily report of business and finance activities. These are frequently a good source of new information about the Canadian business scene and are sometimes helpful in turning up new industrial prospects.

## THE FINANCIAL POST CORPORATION SERVICE

Detailed reviews of Canadian Companies whose securities are actively traded on listed and unlisted markets. Reviews are in the form of individual cards and cover past record and present position of the company, its securities, earnings, dividends, price range, etc., in-



cluding a complete seven year comparison of earnings, statements and balance sheets and a five year quick reference summary. All classes of companies are covered.

Main reviews are supplemented and kept up-to-date by a news service card. Dividend records, listing dividends declared, stock and bond redemption, and other important data are issued weekly and monthly. An annual edition is issued in January of each year. Services are available on a subscription basis covering all companies or selected companies. For details contact:

The Financial Post Corporation Service,  
481 University Avenue,  
Toronto 2, Ontario.

## **GOVERNMENT PUBLICATIONS**

### **1. ANNUAL REPORTS OF PROVINCIAL GOVERNMENT DEPARTMENTS**

These annual reports published by Ontario government departments are valuable sources of information.

Each report provides statistics and data which often could not be otherwise obtained.

Reports are available free of charge from the government departments concerned.

### **2. REGIONAL DEVELOPMENT COUNCIL SURVEYS**

These surveys are prepared by the various Regional Development Councils across the Province. They deal in considerable detail with the potential of their particular area in terms of natural resources, transportation, labour, supply, municipal data, information concerning existing industry and feasibility studies of potential industry. Copies of these reports are available from the Regional Manager concerned.

### **3. THE ONTARIO GAZETTE**

Published weekly by:

The Ontario Gazette,  
Ontario Government Bookstore,  
880 Bay Street,  
Toronto, Ontario.

This is the official publication of the Province which lists proclamations; government notices respecting corporations, including "letters patent"; surrender and cancellation of charters; dissolutions; licenses in mortmain; extra provincial licenses; applications for P.C.V. licenses; application to Parliament for private bills; corporation notices; notices to creditors; notices under the "Change of Name Act"; Sheriff's sale of lands; publication of new regulations, and such other official notices as may be required to be published from time to time.

4. For a complete list of Federal Government Publications, see:  
"Dominion Bureau of Statistics Handbook"

ADDRESS

Queen's Printer Office,  
Parliament Buildings,  
Ottawa, Ontario.

5. For information with respect to U.S. Government publications contact:

The Superintendent of Documents,  
U.S. Government Printing Office,  
Washington 25, D.C.,  
U.S.A.

## GENERAL INFORMATION

### AERIAL PHOTOGRAPHS

The Department of Lands and Forests has aerial photographs (8 x 10) available of the entire southern section of the Province, extending north to latitude 52°. In some sections of Northwestern Ontario this coverage extends north to latitude 53°.

These photographs were taken from an altitude of 8,000 feet and cover an area of approximately five square miles.

Enlargements of these prints (or of any part of the print) are available at a nominal cost.

Mosaics are available for most of the area lying south of latitude 45°. These come in two types:

1. Scale of one inch to the mile (11" x 14") covers an area of approximately one hundred square miles.
2. Scale of four inches to the mile (30" x 40") covers an area of approximately fifty square miles.

Delivery time is approximately two to three weeks from date order is received.

*For detailed information and prices, enquiries should be addressed to:*

Silviculture Section,  
Department of Lands and Forests,  
Box 157,  
Downsview, Ontario.

The Federal Government also provides a very extensive service in aerial photographs.

*Enquiries should be addressed to:*

The National Air Photo Library,  
Room 180, Surveys and Mapping Building,  
615 Booth Street,  
Ottawa 4, Ontario.

To speed up the selection of photographs, requests should include this information:

- A map or tracing outlining the area for which prints are desired;
- The purpose for which the photographs are to be used; and
- Whether the prints are to be viewed under a stereoscope.

Clients will be advised as to cost. Remittances should be made payable to the Receiver-General of Canada.

## MAPS

Maps of virtually every part of the Province of Ontario and the Dominion of Canada are available from the respective governments.

*Enquiries should be addressed to the following:*

The Map Office,  
Department of Highways, Ontario,  
Parliament Buildings,  
Toronto 2, Ontario.

Lands and Surveys Branch,  
Surveys Section,  
Department of Lands and Forests,  
Parliament Buildings,  
Toronto, Ontario.

Library,  
Geological Surveys of Canada,  
Department of Mines and Technical Surveys,  
601 Booth Street,  
Ottawa 1, Ontario.

## METHODS OF DETERMINING AREAS IN INDUSTRIAL BUILDINGS

### 1. BASIS OF AREA MEASUREMENT

Area measurement in industrial buildings is based in all cases upon the gross area of the building if the building is one story, or upon the sum of the gross areas of each floor if the building is multi-story.

### 2. GROSS AREA

(a) The gross area of a building is the sum of the areas at each floor level included within the principal outside faces of the exterior walls.

(b) Include all stories or areas which have floor surfaces with clear standing headroom of seven feet six inches minimum.

(c) Where a ground level or intermediate floor, or part thereof, is let unenclosed, consider the gross area of the enclosed and unenclosed portions of the floor to be the same as the projected area of the building at the floor level above.

(d) Include exterior shipping and receiving platforms which are enclosed.



(e) Include mezzanines and balconies when they form an integral part of the building and have a minimum width of twelve feet.

(f) Except as provided in 2(c), exclude all unroofed areas, unenclosed roofed-over spaces, light wells, connecting passageways, sheds, lean-tos, unenclosed loading platforms and silos.

(g) Any space excluded above should be noted and considered separately from gross area.

### 3. MULTIPLE TENANCY

The rentable area of a space on a multiple-tenancy floor shall be computed by measuring from the principal outside faces of the permanent outer building walls to the outside faces of the abutting corridor walls or other permanent partitions, or both, and to the centre of partitions that separate the premises from adjoining rentable areas.

## METHODS OF DETERMINING AREAS IN OFFICE BUILDINGS

### 1. BASIS OF AREA MEASUREMENT

(a) Area measurement in office buildings is based in all cases upon the typical floor plans and barring structural changes which affect materially the typical floor, such measurements stand for the life of the building, regardless of readjustments incident to tenant layouts.

(b) In the case of buildings designed for divided or multiple tenancy, this typical floor plan must permit of subdivision to accommodate usual tenant requirements with corridors that reach every reasonable office subdivision. The definition of "Net Rentable Area" applies to this typical floor, designed for tenant subdivision.

(c) In the case of buildings designed for whole floor tenancy, where corridors are omitted, the definition of "Full Floor Rentable Area" applies.

### 2. NET RENTABLE AREA

(a) The net rentable area of multiple tenancy floor shall be the sum of all rentable areas on that floor.

(b) The rentable area of an office on a multiple tenancy floor shall be computed by measuring to the inside finish of permanent outer building walls, to the office side of corridors or other permanent partitions, or both, and to the centre of partitions that separate the premises from adjoining rentable area.

(c) No deductions shall be made for columns and projections necessary to the building.

3. FULL FLOOR RENTABLE AREA

(a) The rentable area of a single tenancy floor shall be computed by measuring to the inside finish of permanent building walls. Rentable area of a single tenancy floor shall include all area within outside walls, less stairs, elevator shafts, flues, stacks, pipe shafts and vertical ducts with their enclosing walls. Toilets, air conditioning rooms, fan rooms, janitors' closets, and electrical closets within and exclusively serving only that floor, shall be included in rentable area.

(b) No deductions shall be made for columns and projections necessary to the building.

MEASUREMENT TABLES

MEASURES OF LENGTH

Foot	= 12 inches
Yard	= 36 inches (3 feet)
Fathom	= 6 feet
Rod	= 5½ yards
Chain	= 22 yards (4 rods)
Mile	= 5,280 feet (1,760 yards: 320 rods: 80 chains)
Nautical mile	= 6,080 feet
Degree	= 60 Nautical miles

AREA MEASURE

144 square inches	= 1 square foot
9 square feet	= 1 square yard
4,840 square yards	= 1 acre
640 acres	= 1 square mile
36 square miles	= 1 township (23,040 acres)
1 acre	= { 4,840 square yards 43,560 square feet

CUBIC MEASURE

1728 cubic inches	= 1 cubic foot
27 cubic feet	= 1 cubic yard

## METRIC CONVERSION

1 metre	= 39.37 inches
1 kilometer	= .62137 miles
1 mile	= 1.609 kilometers

## TEMPERATURE CONVERSION

To convert from Centigrade to Fahrenheit

Multiply by 9

Divide by 5

Add 32

To convert from Fahrenheit to Centigrade

Subtract 32

Multiply by 5

Divide by 9

## QUICK METHOD OF DETERMINING ACREAGE

Here is a simple formula which can be used to obtain a quick and reasonably accurate estimate of the acreage in a parcel of land:

$$\frac{\text{area in sq. ft.} \times 23}{1,000,000} = \text{area in acres}$$

## BUSINESS AND SHIPPING ABBREVIATIONS IN GENERAL USE IN CANADA

Shipping terms vary in different countries. Where any doubt exists as to the meaning of a non-familiar term, shipping agents should be consulted.

a/c	Account.	C.O.D.	Cash on Delivery.
Ad. val.	Ad valorem.	C. of F.	Cost of Freight.
avoir	Avoirdupois.	C.W.O.	Cash with Order.
bbl.	Barrel.	D/A	Documents Attached, also Deposit Account.
B/L.	Bill of Lading.		
b.m.	Board Measure.	Dis. (Disct.)	Discount.
B.O.	Buyer's Option.	D1. (or T1)	Double(or triple) first class.
B/P.	Bills Payable.		
B/R.	Bills Receivable.	D.O.A.	Deliver Documents on Ac- ceptance of Draft.
B/S.	Bill of Sale.	D.O.P.	Deliver Documents on Payment of Draft
c.	Hundred		

C. or Cent.	Centigrade.	D.V.	God willing (Deo volente).
C. and F.	Cost and Freight.	e.g.	For example ( <i>exempli gratia</i> ).
Cie.	Compagnie (Company).	E. & O.E.	Errors and Omissions Excepted.
c.i.f.	Cost, Insurance and Freight.	M.	Thousand (Mille).
C.L.	Car Load (of freight).	M.S., MSS.	Manuscript(s).
et seq.	And the following ( <i>et sequena</i> ).	N.E.S. } N.O.P. }	Not otherwise provided for (Customs).
Ex. Div.	Without dividend.	N.O.S.	Not otherwise specified.
Ex-Ware- house	Purchaser pays carriage charges and assumes risks from seller's warehouse.	N.S.F.	Not sufficient funds ( <i>re cheque</i> ).
F.	Fahrenheit.	Nstd.	Nested.
F.a.a.	Free of average (marine insurance).	op. cit.	In the work quoted ( <i>opere citato</i> ).
F.A.S.	Free alongside (seller assumes risks and delivers goods to alongside of steamer free of carriage charges).	O.R.	At Owner's risk.
F.O.B.	Free on Board (Purchaser pays carriage charges and assumes risks from point specified).	O.R.B.	At Owner's risk of breakage.
F.P.A.	Free of Particular Average means that the Insured can recover only for a total loss, subject to other condi- tions of the contract.	P.A.	Particular Average: As used in Marine Insurance, means damage to the goods caused by perils insured against and named in the contract. This form is often written with a Franchise Clause, and means there will be no claim unless the loss exceeds the percentage named.
Franco.	Pre-paid free of expense to point specified.	P/A.	Power of Attorney.
G.A.	General Average: All owners of cargo and vessel share in any loss arising from expense incurred to preserve ship and contents from greater loss.	P & D	Pick up and deliver.
		Proforma	As a matter of Form.
		q.v.	Which see ( <i>quod vide</i> ).
		S.B.	Shipping Bill.
		s.s.	Steamship.
		s/o	Ship's Option, weight or measurement.
		S.U.	Set up (meaning article is complete).



ibid.	In the same place (ibidem).	T.B.L.	Through Bill of Lading.
Int.	Interest.	Tare	Weight of container; Deducting tare from “gross weight” gives “net weight”.
K.D.	Knocked down.		
L/C	Letter of Credit.		
L.C.L.	Less than Car Load (of freight).	Ton wt/M.	Ton, weight or measure- ment (ship’s option).
L.P.	List Price.	vide.	See.

## PROCEDURE AT A GLANCE

TYPE OF MOTION	Must It Be Seconded?	Is It Debatable?	Can It Be Amended?	Can It Be Tabled?	Simple Majority Two-thirds Vote?	Can It Be Reconsidered?	Is It Subject *Dilatory Motion
Adjourn	Yes	No	No	No	Simple Majority	No	No
Amendment	Yes	Yes	Yes	(1)	Simple Majority	(1)	(1)
Amendment to Amendment	Yes	Yes	No	(1)	Simple Majority	(1)	(1)
Appeal from the Chair	Yes	No	No	No	Simple Majority	No	No
Commit	Yes	Yes	Yes	No	Simple Majority	No	No
Information, Point of	No	No	No	No	Does not apply	Does not apply	No
Lay on the Table	Yes	No	No	—	Simple Majority	Yes	No
Motion	Yes	Yes	Yes	Yes	Simple Majority	Yes	Yes
Order, Point of	No	No	No	No	Does not apply	(2)	No
Postpone to specified time	Yes	Yes	Yes	No	Simple Majority (3)	Yes	No
Privilege, Point of	No	No	No	No	Does not apply	Does not apply	No
Question, the previous	Yes	Yes	No	No	Simple Majority	No	No
Rescind	Yes	Yes	No	Yes	Two-thirds	Yes	Yes
Suspend Rules	Yes	No	No	No	Unanimous consent	No	No

(1) An amendment or an amendment to the amendment is subject to the dilatory motions only by being attached to the main motion. In other words, if a motion has been moved and then an amendment, someone may move that the matter be tabled and, if carried, both the motion *and* the *amendment* would be tabled.

\*Dilatory (Delaying).

(2) A point of order can be reconsidered to the extent that the Chairman's ruling may be appealed.

(3) In order to re-open the question before the specified time, a two-thirds majority is required.

# SUGGESTED BUDGET FORM FOR AN INDUSTRIAL COMMISSION

## REVENUE

Municipal funds (Sec. 411 Municipal Act).....	.....	
Contributions from industry.....	.....	
Other sources .....	.....	
	<u>\$00,000,000.00</u>	<u>\$00,000,000.00</u>

## EXPENDITURE

Salaries.....	.....	
Mileage or car allowance .....	.....	
Travel (transportation, hotel, meals) .....	.....	
Conventions .....	.....	
Group insurance .....	.....	
Pension fund .....	.....	
Workmen's Compensation .....	.....	
Unemployment Insurance .....	.....	
Memberships .....	.....	
Rent .....	.....	
Telephone and telegraph .....	.....	
Postage .....	.....	
Stationery and office supply .....	.....	
Equipment .....	.....	
Bank charges and exchange .....	.....	
Audit fees .....	.....	
General or special meetings .....	.....	
Advertising .....	.....	
Subscriptions .....	.....	
Promotional printing .....	.....	
Special projects .....	.....	
Miscellaneous .....	.....	
	<u>\$00,000,000.00</u>	<u>\$00,000,000.00</u>

REVENUE.....

EXPENDITURE.....







